

AGENDA

CABINET



Monday, 17th June, 2013, at 10.00 am Ask for: **Louise Whitaker**

Darent Room, Sessions House, County Hall, Maidstone Telephone: **(01622) 694367 / 694433**

Tea/Coffee will be available 15 minutes before the meeting.

Cabinet Membership:

Mr P Carter, Leader of Kent County Council (Chairman), Mr J Simmonds, Mr D Brazier, Mr G Cooke, Mr M C Dance, Mr G Gibbens, Mr R Gough, Mr M Hill, Mr B J Sweetland, Mrs J Whittle

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UNRESTRICTED ITEMS

(It is expected that the meeting will be open to the public for the duration of these items.)

Introduction / Webcasting

1. Apologies
2. Declaration of Interests by Member in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 15 April 2013 (Pages 1 - 12)
4. Local Flood Risk Management Strategy (Pages 13 - 98)
5. Quarterly Performance report - Q4 - 2012/13 (Pages 99 - 182)
6. Items which the Chairman decides are relevant or urgent

Peter Sass
Head of Democratic Services
Friday, 7 June 2013

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

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KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 15 April 2013.

PRESENT: Mr P B Carter (Chairman), Mr M C Dance, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mr A J King, MBE, Mr J D Simmonds, Mr B J Sweetland, Mr M J Whiting and Mrs J Whittle

ALSO PRESENT: Mr D Daley, Liberal Democrat group representative and Mr G Cowan Labour Group Leader

UNRESTRICTED ITEMS

46. Introduction/Webcasting

The Leader of the Council, Mr Paul Carter, welcomed Cabinet Members and guests to the meeting of Cabinet. He reminded those present that, as was customary, the meeting would be webcast and advised that in the interest of fairness in the pre-election period a spokesperson from both of the opposition groups had been invited to sit at the table and to speak during the meeting.

Mr Dan Daley, on behalf of Trudy Dean and the Liberal Democrat Group and Mr Gordon Cowan, leader of the Labour Group were in attendance as a result.

47. Apologies

Apologies were received from Corporate Director of Human Resources, Ms Amanda Beer.

48. Declarations of Interest

Cabinet Member for Specialist Children's Services, Mrs Jenny Whittle, declared a non-pecuniary, non-significant interest in item 8 on the agenda by virtue of her husband, Mr David Whittle, Head of Policy Strategic Relationships having written it.

49. Minutes of the Meeting held on 18 March 2013

The minutes of the meeting held on 25 February 2013 were agreed and signed by the Chairman as a true record.

50. Items which the Chairman decides are relevant or urgent

None

51. Annual Business Plans 2013-14

(Item 6 – report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mr David Cockburn, Corporate Director for Business Strategy and Support)

Cabinet considered a report regarding the annual business plans for each Directorate for the next financial year (2013/14). The report detailed the process to date for information, and the final plans for approval.

The Cabinet Member for Business Strategy, Performance and Health Reform, Mr Roger Gough, introduced the report to Cabinet and in particular he referred to the following:

- (i) That the business planning process had been subject to incremental improvements over the last year and had further built on the success of 2012/13. Of particular benefit had been the stronger links with divisional business planning and earlier engagement with Cabinet Committees.
- (ii) That the Corporate Risk process had also evolved over recent months and was now linked to business plans to encourage more effective planning and risk management activities.

Head of Policy □ Strategic Relationships, Mr Whittle attended and spoke to the item, he further confirmed the cyclical nature of the business planning process by reporting to Cabinet that the review of the process for 2013/14 would begin immediately with internal audit. In addition feedback would be sought from senior managers in order that any lessons learnt could be incorporated into the 2014/15 process.

In response to a question from the Leader of the Council, Mr Whittle reported that Cabinet Committees received 6 monthly and annual update reports on the delivery of Business Plans and in order to further facilitate this in the 2013/14 plans the link between the performance indicators and Divisional Dashboards monitored regularly by Cabinet Committees had been strengthened.

The Leader opened the item for comments and questions and heard from the following Cabinet Members:

The Cabinet Member for Customer and Communities, Mr Mike Hill welcomed the further co-ordinated approach which had helped to deliver cross-cutting objectives. He was reassured that the corporate approach of streamlining and cross-cutting delivery had been mirrored within his own directorate where services had been integrated to the extent that they now numbered 12 from 21.

The Cabinet Member for Education, Learning and Skills, Mr Mike Whiting also welcomed the new approach as an improvement and reported that within the Education Directorate the Business Plan and targets were directly linked to Bold Steps for Kent and Bold Steps for Education objectives.

The Cabinet Member for Finance and Business Support, Mr John Simmonds echoed the views of the previous speakers and particularly congratulated the close work between the Finance directorate and all other directorates

It was RESOLVED:

CABINET Annual Business Plans 2013/14 15 April 2013	
1.	That the Annual Business Plans for 2013/14, as at appendix a, be approved
REASON	
1	In order that the plans and actions within them are properly authorised for delivery by officers
ALTERNATIVE OPTIONS CONSIDERED	Options for entries or omissions were considered fully in the lead in to cabinet and in particular by each Cabinet Committee. All comments were considered and the plans now reflect the alternatives put forward.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

52. Co-Ordinated Schemes for Primary and Secondary Schools In Kent and Admission Arrangements for Primary and Secondary Community and Voluntary Controlled Schools 2014 /15

(Item 7 – report of Mr Mike Whiting, Cabinet Member for Education, Learning and Skills and Patrick Leeson, Corporate Director for Education, Learning and Skills)

Cabinet received a report detailing the outcome of the consultation on the proposed admission arrangements and scheme for transfer to Primary and Secondary schools in 2014 and the proposed process for non-co-ordinated In-Year admissions. The report contained recommendations for acceptance and approval, dependant on the status of the schools concerned, for the In-Year admission process, the admission arrangements for the 2014/15 school year and the co-ordinated schemes for Primary and Secondary Admissions in Kent.

The Cabinet Member for Education Learning and Skills introduced the report and drew the attention of Cabinet to the following salient points:

- (i) That this report fulfilled an annual statutory requirement and aimed to co-ordinate school admissions for all state maintained schools in the County.
- (ii) That the environment within which school places were now planned had become more complex, however the Council was still responsible for the co-ordination of those places. The scheme had been successful to date with improved results for children and parents in Kent

The Corporate Director of Education, Learning and Skills, Patrick Leeson, at the request of the Leader, focused on the changes between the document for consideration and the previous scheme. He reported the changes below:

- (i) He confirmed that Cabinet was required to approve the admission arrangements for voluntary and controlled schools and to determine the co-ordinated scheme for the County. All schools had agreed to be part of the scheme.

- (ii) That the document this year included for the first time the creation of a link between Thurnham Infant School and Roseacre Junior School in order that those children that had attended the infant school would have priority at Roseacre, on the same site. A proposal to create a catchment area had been strongly opposed and therefore not progressed, however the Director recommended that it be kept under review and should it be necessary a statutory consultation be undertaken.

The Cabinet Member for Specialist Children's Services, Mrs Whittle, spoke to the item, she made the following comments:

- (i) In relation to Thurman Infant School; the expansion of the near-by St John's school had been welcomed by residents. However dwellings in the area continued to be subject to expansion in order to create enlarged family homes. This year four Bearstead families and two Thurnam families did not get in to local schools. This was an improvement on last year, down by two thirds.
- (ii) That consultation undertaken should be conducted again as in the previous exercise only parents of children at the schools had been included and not those parents with children at the preschool. She argued that a public meeting was needed regarding the creation of a priority area and its potential location. There was continued anxiety in Bearstead Park about such a plan but the data when investigated showed that those parents most concerned would still have been preferred.
- (iii) That the changes to the scheme which related to priority for children in care or who had been adopted was welcomed particularly in light of the work that the council had conducted to strengthen its adoption services

The Leader assured Mrs Whittle that any proposal to introduce a catchment, or priority, area would be fully consulted upon.

Mr Gordon Cowan, Leader of the Labour Group spoke to the item. He recognised that this was a difficult task and thanked officers and members for the work done to improve the situation. However he raised the issue of extra places, where need was identified, being provided by faith schools and asked Cabinet to look again at the implications of this on local communities.

The Leader recognised the importance of the comment made by the Labour Group Leader. He referred to negotiations that had been ongoing with the diocese to establish quotas on religious preference that were both sensible and fair so that religious preference could be recognised without detriment to local children, not of that faith, who wished to attend their nearest school

Mr Leeson, Corporate Director of Education, Learning and Skills reported that discussions continued with the arch diocese to achieve what the Leader had described. Currently the percentages of children practising the religion of the faith school which they attended varied greatly across the County.

The Cabinet Member for Education, Learning and Skills reminded Cabinet that where the admissions arrangements of a faith school were legal the council had no authority to insist that they were amended. Discussion being pursued relied on the use of persuasion and influence, but it was hoped that negotiations would be successful.

Dan Daley, representing the Liberal Democrat Group, spoke to the item. He agreed with comments made previously that the landscape in which education was being delivered was much changed from that which had existed, and was more complex in its nature. The delivery of education had become fractured between different types of schools with different governance arrangements. Whilst accepting the difficult nature of the task he expressed concern that there would not be sufficient places for children in primary schools in the county over the next 5-10 years. In particular he noted the need to provide infrastructure such as schools to support housing developments and the Government demand for growth. He requested that this issue be considered further.

The Leader concurred that planning and development were relevant issues and while infrastructure planning for large scale developments was more obvious small scale 'windfall' developments had in some areas increased the housing population by between 12 and 14%. These types of development were more difficult to predict and the cumulative impact more difficult to identify and therefore remained a challenge for the council in terms of strategic planning.

Mr Whiting agreed and reported that this message had been conveyed, and would continue to be conveyed, to Locality Boards and District Councils. In addition to this work the council was preparing a bid for monies set aside by central government for the basic need programme. These and the various methods described during the discussion would, he argued, position the council for successful provision planning for the future.

At the request of the Leader, Mr Bagshaw, Head of Admissions and Transport reported that the figures for both Primary and Secondary admissions of parents securing their 1st and 2nd choices had improved year on year for the last 3 years. Mr Leeson reported that approximately 88% of parents secured their 1st choice and approx 92% either their first or second

It was RESOLVED:

<p>CABINET Co-ordinated Schemes for Primary and Secondary Schools In Kent and Admission Arrangements for Primary and Secondary Community and Voluntary Controlled Schools 2014 /15 15 April 2013</p>	
1.	That the Coordinated Primary Admissions Scheme 2014/15 incorporating the In Year admissions process as detailed in Appendix A be agreed
2.	That the Co-ordinated Secondary Admissions Scheme 2014/15 incorporating the In Year admissions process as detailed in Appendix B be agreed
3.	That the oversubscription criteria relating to Community and Voluntary Controlled Infant, Junior and Primary schools in Kent 2014/15 as detailed in Appendix C (1) be accepted

4.	That the oversubscription criteria relating to Community and Voluntary controlled Secondary schools in Kent 2014/15 as detailed in Appendix D (1) be accepted
5.	That the Published Admissions Number for Community and Voluntary Controlled Infant, Junior and Primary Schools 2014/15 as set out in Appendix C (2) be accepted
6.	That the Published Admissions Number for Community and Voluntary Controlled Secondary Schools 2014/15 as set out in Appendix D (2) be accepted
7.	That the relevant statutory consultation areas for Kent Primary Schools 2014/15 as detailed in Appendix C (3) and the relevant statutory consultation areas for Kent Secondary Schools 2014/15 as set out in Appendix D (3) be agreed.
REASON	
1	In order that recognised and lawful criteria are in place in all Kent schools.
ALTERNATIVE OPTIONS CONSIDERED	No alternative options were considered as all the resolutions and strategy form legal requirements. Options relating to details within the strategy were considered as part of the consultation process and at the Education Cabinet Committee. The strategy as contained was deemed to be the best option considering these various factors.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

53. Ending of transitional restrictions on Bulgarian & Romanian nationals: Understanding Potential Impact on Kent

(Item 8 – report of the Leader of the County Council)

The Cabinet received a report of the Leader of the Council seeking approval to commission a report researching the likelihood of Bulgarian and Romanian nationals settling in Kent when transitional restrictions on the free movement of labour, currently in place for these nations, was lifted on 1st January 2014. In addition should the report find that this was likely, it would consider the potential impacts on Kent County Council and any strategic planning that may be necessary.

Mr Carter introduced the report for Cabinet, he explained:

- That he had requested that this issue be brought to Cabinet for consideration as, alongside other changes currently in progress, such as those affecting the benefit system and the potential impact on the affordability of homes in

London or the placement of vulnerable young people in Kent by London Boroughs, there was increasing potential for the demographics of Kent to shift dramatically.

- That the debate regarding immigration from A2 nations had largely focused on the potential impact to the South East of England and London. Kent had featured particularly as a gateway county and the opportunity for Bulgarians or Romanians to arrive via the county and then settle here was real. Predictions were not available but information contained within the report regarding the A8 states could provide a guide.
- The combination of all factors mentioned must be monitored in order that the county took only its fair share of challenging families and communities, or received additional support from the government. Kent County Council would continue to campaign for additional resources. To this end the council had already pursued two actions; firstly written correspondence had been entered into with the Prime Minister to highlight current concerns and suggested solutions and secondly officers had been instructed to monitor the impact of the changes already in place. This report would further the strategic planning in place by seeking to commission further research.
- In addition to the County level approach, the Prime Minister had spoken of creating limiting access to healthcare and benefits on arrival for those immigrants arriving from the A2 nations and this may help to further manage the numbers of people who arrive.

Mr David Whittle, Head of Policy and Strategic Relations was in attendance to speak to the report, having authored it, and brought the following points to the attention of Cabinet:

- That the work conducted to date had been conducted against a very low evidence base. Access to information held nationally was restricted and that lack of evidence presented challenges.
- That the reason that debate to date had focused largely on the impact of the movement of A2 nationals on the South East of England and London was owing to the expected economic nature of the migration and the relative economic success of those areas in comparison to the rest of the country. In addition it was predicted immigrants would seek to join established communities and these were already located in these areas. This differs from the effects of immigration from A8 countries which was spread more evenly across the country.
- The report suggested that research be undertaken and monitoring arrangements be established. Officers would investigate research already commissioned at the University of Reading by South East Councils in order to ascertain its relevance to Kent. If the report commissioned was not relevant independent research would be commissioned or conducted by Kent.
- That monitoring arrangements to begin after the transitional arrangements were lifted were likely to initially focus on national insurance numbers and labour market surveys, but as had been raised previously, gaining access to national information was difficult owing to issues such as data protection legislation. Therefore important work would be needed at a local level to monitor demand for housing and other services. He also reported that an information sharing protocol between the London Borough Councils and those in the South East would enable proper checks on movement and need

pertaining to welfare changes and this could be extended to include information on A2 migrants.

Following a statement and question from the Leader about housing pressures and the additional needs of immigrants for social housing, Brian Horton, Strategic Housing Advisor for KCC, joined the table and spoke to the item.

He reported that strong relationships with the 13 housing authorities (including Medway) had been established and a commitment to shared approaches had been formed. He suggested that in writing to the prime minister the leader may consider adding to the issues already raised a request that information sharing with the DWP be created and formalised, perhaps in statute. He reiterated the concerns expressed already about the lack of evidence available and the unknowns that made strategic planning difficult.

The issue was opened for further discussion.

The Cabinet Member for Specialist Children's Services, Mrs Jenny Whittle, agreed with comments previously made and further commented:

- That the transient nature of some immigrant communities made strategic planning difficult and new ways of working and monitoring should be sought.
- That an information sharing protocol was welcomed but that work was still needed in the area of information sharing with social services information and placements. It would need to be strengthened by inclusion in legislation.
- That in addition to the pressures discussed previously the Council had recently, at the request of the Government, signed the Care Leavers Charter which would further increase budgetary pressures at KCC. She suggested that continued representations to government for funding in relation to these additional pressures be made.

The Leader referred to a report on Planning Policy in Nottingham where social housing was barred until owner occupation in those areas had reached certain levels. He speculated that this kind of approach would be needed by the planning authorities in Kent should projects like LIVE Margate succeed

Gordon Cowan, Leader of the Labour group, spoke to the item. He agreed that the potential impact of immigration from A2 nations, after transitional arrangements had been lifted was real and could be profound, therefore early planning was essential. He believed that the government should release the predicted figures of migration from those countries to Britain that were currently available, even if they were speculative. He regarded close and joined up working between central and local government and between different local authorities to be essential, to the protection of the interest of residents of Kent whilst meeting the legal requirements of the EU. He felt that it was important to note the figures on employment of those migrants who had settled in Britain from the A8 countries, in 2004 there were estimated 125,000 A8 nationals residing in Britain and of those 52,000 were working, a percentage of 41.6%. By 2011 this figure had risen to one million with the percentage working now at 63.3%, proof that migrants in this country were contributing to the economy.

Dan Daley, representing the Liberal Democrat group praised the report and the forward thinking nature of the proposed research. He was in agreement about the

potential impacts identified but urged Cabinet and officers to research further the potential positive impact of A2 immigration. He gave as an example the potential boost of skilled workers in the horticultural field, an area in which Kent was suffering a shortage of skilled workers. He acknowledged, as had previous speakers, that the unknowns in the equation made planning more difficult both in order to protect Kent from any negative impact and to exploit positive impacts.

Mr Mike Whiting welcomed the recommendation to commission the research described. He was disappointed that the Government would not provide any forecasts regarding the numbers of people from A2 nations that may take residence in Britain and in particular, Kent. He argued that even if the numbers were low a disproportionate settlement in Kent would still create high demand for services that must be met. In conclusion, and in response to Mr Daley, he reported that Hadlow College continued to work towards the upskilling of Kent residents in the field of horticulture and that this work alongside any skilled workers arriving from the A2 nations would hopefully enable the industry to thrive again.

The Leader confirmed to Cabinet and guests that he would write to the Prime Minister about the issue, and that this letter would include particular emphasis on the reduction of incentives for immigration which may negatively impact on the country or the county, such as early access to benefits and health care.

It was RESOLVED:

CABINET	
Ending of transitional restrictions on Bulgarian & Romanian nationals: Understanding Potential Impact on Kent	
15 April 2013	
1.	That a research report estimating the potential migration of Romanian and Bulgarian nationals into Kent, and the risk of additional demand for KCC services be commissioned.
2.	That the report agreed at 1. also assess the potential for increased demand on services from families moving out of London as a response to the benefit cuts to be introduced.
3.	That a letter outlining the views and concerns expressed by Cabinet be sent to the prime Minister and Home Secretary for consideration.
REASON	
1 & 2	In order that KCC be as prepared as possible for potential changes to its population and demand on services.
3.	In order that Central Government is aware of concerns at local level and may act accordingly to relieve those concerns.
ALTERNATIVE OPTIONS CONSIDERED	Not commissioning research, instead waiting until after the transitional arrangements have been lifted and benefit changes introduced to assess need and respond to demand, would not provide the most efficient or well-planned response for residents of Kent.

CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

54. Revenue and Capital Budget Monitoring Exception report 2012-13
(Item 9 – report of Mr John Simmonds, Cabinet Member for Finance and Business Support and Mr A Wood, Corporate Director of Finance and Procurement)

Cabinet received an exception report, which detailed the main movements in the financial position of Kent County Council since cabinet last received a full quarterly monitoring report in March 2013.

Mr Simmonds, Cabinet Member for Finance and Business Support introduced the report to Cabinet and in particular drew attention to the following information pertaining to the Revenue budget:

- That there had been an increase in the underspend of £750,000 and it now totalled £9.25 million excluding schools. He reminded members that £5 million was already committed in the recently approved budget for 2013/14 and that £2 million had been rolled forward to re-phased projects. There remained a small underspend to carry forward into difficult economic times and he thanked the Directorates for the careful way in which they had conducted spending and managed efficiency savings.
- That there were no signs that the picture would be significantly different in the following month, not reported here and it was likely that the underspend report at the end of the year would be as predicted.
- Education, Learning and Skills Directorate, largely owing to the popularity of the Freedom Pass, continued to see a reduction in the Home to School transport costs but this was largely negated by the increase in demand for SEN home to school transport
- Specialist Children’s Services spending remained constant, with no indication that numbers would reduce in the future.

He continued to describe changes to the Capital programme as follows:

- The Capital Budget over three years remained healthy at £6.68 million an achievement of which he was proud in the current economic climate. He further reported a variation of £1.325 million.
- That there had been significant re-phasing of projects after the 2013/14 budget had been announced. This level of re-phasing was normal and the result of issues such as delays to being in a position to apply for planning permission for example.
- A potential issue that cabinet members should be aware of was negotiations to determine final contract costs for the Cyclopark project and whether an overspend would be required. This would be reported once final costs were known.

The Leader reiterated the gratitude expressed by Mr Simmonds to each Directorate for their hard work and in particular Mr Wood and the Finance Directorate for helping to create a healthy budget in difficult circumstances.

Mr Daley, representing the Liberal Democrat group commented that the new session may bring a chance to debate how some of the underspend could be spent in the future.

Mr Cowan, Leader of the Labour group sought clarification of the number of children in care and Mr Wood confirmed that the numbers were relatively static. A small increase could be identified but was not significant in financial terms.

Mr Ireland confirmed that although the numbers fluctuated slightly from week to week but over a longer period it was static as confirmed by Mr Wood.

In response to questions from Mr Carter, Mr Simmonds and Mr Wood reported the following:

- That a further, approximately £4 million was secured and awaited from Icelandic Bank repayments and once received the total would be at £42 million. Furthermore he was confident that 100% of the funds would be recovered and that there would also be paid an element of interest, although this figure was not yet confirmed
- That the target for capital receipts had been met and exceeded. The excess would be carried over to help meet the ambitious target for next 2014/15.

It was RESOLVED:

CABINET Revenue and Capital Budget Monitoring Exception report 2012-13 15 April 2013	
1.	That forecast revenue and capital budget monitoring position for 2012-13 be noted.
2.	That the changes to the capital programme be noted.
REASON	
1 & 2	In order that Cabinet conduct its financial monitoring activities effectively
ALTERNATIVE OPTIONS CONSIDERED	None
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

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From: David Brazier, Cabinet Member – Transport & Environment
Paul Crick, Director Planning & Environment

To: Cabinet – 17 June 2013

Decision No: 12/01945

Subject: Local Flood Risk Management Strategy

Classification: Unrestricted

Past Pathway of Paper: Environment, Highways & Waste Cabinet Committee,
Flood Risk Management Committee, Public Consultation

Electoral Division: All electoral divisions

Summary:

The Local Flood Risk Management Strategy is a requirement for Kent County Council in its new capacity as Lead Local Flood Authority. It sets out a strategy for managing local flood risk (defined as flooding from surface water, groundwater and ordinary watercourses) in the county. The Local Strategy sets objectives for the management of local flooding and an action plan for KCC and other agencies in Kent to deliver these objectives.

Recommendation:

That Cabinet agree to adopt the Local Flood Risk Management Strategy.

1. Introduction

The Local Flood Risk Management Strategy (the Local Strategy) is a requirement of the Flood and Water Management Act 2010 (the Act) for Kent County Council. It is part of our new role as Lead Local Flood Authority (LLFA) to oversee local flooding, which is flooding from surface water, ordinary watercourses and groundwater.

As part of our LLFA role, KCC has already undertaken the Preliminary Flood Risk Assessment (PFRA), reported to Cabinet in July 2011. The PFRA for Kent was published in August 2011 and identified Kent as the most at risk LLFA, with approximately 76,000 properties at risk of surface water flooding.

The Local Strategy that sets out how these local flood risks will be managed in the county, how this will be delivered and how it will be funded. We have prepared the Local Strategy in partnership with other Risk Management Authorities in the county; consultation on the draft concluded in February 2013.

This paper provides an overview of the Local Strategy, drawing attention to specific sections of interest to the Authority. A copy of the final draft Local Strategy is attached. On 23 April 2013, EHW Cabinet Committee Members were invited to comment on the Local Strategy prior to formal adoption in May 2013. They were very supportive of the Local Strategy and asked for an action plan to be reported annually to the committee.

2. Financial Implications

As a LLFA, we receive an annual area based grant of £750,000 from Defra to undertake the new duties set out by the Act. This grant is in place for the next two financial years and will be used to fund KCC's actions identified in the Local Strategy.

The Local Strategy sets out how flood risk management issues will be investigated and how KCC will fund these, limiting our commitment to the initial investigation (within the available budget). Any further work identified beyond this will need to be at least part funded through the government's flood defence grant in aid scheme, which may require other local contributions.

The current action plan for 2013/14 is achievable within the annual Defra grant.

3. Bold Steps for Kent and Policy Framework

The Local Strategy is a requirement for Lead Local Flood Authorities under the Flood and Water Management Act. Managing flood risk helps to deliver the objectives of Bold Steps for Kent (as outlined in Section 4.2 of the Local Strategy).

The Local Strategy is an objective of the Kent Environment Strategy.

4. The Local Strategy

4.1 Background

The Flood and Water Management Act 2010 makes County and Unitary authorities Lead Local Flood Authorities, with a role to work alongside the Environment Agency and other risk management authorities to manage the risks of flooding.

The role of the Environment Agency is to provide a national strategic overview of all flood risk in England, which includes:

- Providing a National Strategy for all forms of flood risk management;
- Overseeing the distribution of grant funds for flood defence works; and
- Reporting on the progress and delivery of flood risk management in England.

The Environment Agency also has a local role to manage the flood risks from main rivers and the sea.

The new role of the Lead Local Flood Authority gives KCC a strategic overview role for local flooding (flooding from surface water, ordinary watercourses and groundwater). As Lead Local Flood Authority, KCC has flood risk management powers and duties, which include:

- Providing a Local Strategy for managing local flood risk;
- A duty to investigate flooding;
- Powers to regulate ordinary watercourses;
- A duty to maintain a register of structures and features, and
- A role to promote sustainable drainage.

The Local Strategy sets out how we will work in partnership with other risk management authorities to manage local flooding in Kent.

4.2 Requirements of the Local Strategy

The Local Flood Risk Management Strategy must be consistent with the Environment Agency's National Strategy. The National Strategy sets out how all flood risks and coastal erosion will be managed in England.

The Act sets out the minimum that a local strategy must contain and, in accordance with this, the Kent Local Flood Risk Management Strategy details:

- The risk management authorities in the relevant area.
- The flood and coastal erosion risk management functions that may be exercised by those authorities in relation to the area.
- The objectives for managing local flood risk and the measures proposed to achieve those objectives.
- How and when the measures are expected to be implemented.
- The costs and benefits of those measures, and how they are to be paid for.
- The assessment of local flood risk for the purpose of the strategy.
- How and when the strategy is to be reviewed.
- How the strategy contributes to the achievement of wider environmental objectives.

4.3 Objectives

The Local Strategy sets out the following objectives for flood risk management in Kent (see Section 4 of the Local Strategy), which all Risk Management Authorities in the county must act consistently with:

1. Improving the understanding of the risks of flooding from surface runoff, groundwater and ordinary watercourses in Kent.
2. Reducing the impact of flooding on people and businesses in Kent.
3. Ensuring that development in Kent takes account of flood risk issues and plans to effectively manage any impacts.
4. Providing clear information and guidance on the role of the public sector, private sector and individuals in flood risk management in Kent and how those roles will be delivered and how authorities will work together to manage flood risk.
5. Ensuring that emergency plans and responses to flood incidents in Kent are effective and that communities understand the risks and their role in an emergency.

The local strategy aims to coordinate the work of KCC with the Environment Agency, local authorities, water companies, internal drainage boards and other partners to better understand flood risk in the county and provide effective solutions to protect the people and economy of Kent from flooding.

4.4 Summary

The Local Strategy gives an overview of the flood risk in Kent, with signposts to more information, it outlines who else in the county has flood risk management functions and it sets out how KCC will exercise the new duties and powers given to us by the Act (see section 5 of the Local Strategy).

The Local Strategy also applies a local flood risk policy to areas of the county to enable us as LLFA to prioritise action. These policies are determined according to the complexity of local flood risk. These policies are described below:

Policy 1 Areas with complex local flood problems	The local flood risks in these areas will be investigated as a priority. An action plan of feasible options to manage the identified risks will be developed.
Policy 2 Areas with moderate local flood problems	The local flood risks in these areas will be dealt with by ensuring the relevant risk management authorities work together to investigate the problems.
Policy 3 Areas with low local flood risk	Flooding in these areas will be monitored and problems will be dealt with reactively by the appropriate authority.

Where further investigations are required they will be undertaken through Surface Water Management Plans. Surface Water Management Plans will also be used to collect data in areas where there is insufficient to apply these policies. These policies will be kept under review.

Given the size and complexity of the local flood risks in Kent we have proposed that specific local actions and policies are identified and delivered through the aforementioned Surface Water Management Plans, not the Local Strategy.

4.5 Action plan

The Local Strategy includes a 12 month action plan (see section 9 of Strategy) to deliver the objectives, which is split into three parts:

1. The actions KCC will deliver countywide to meet the objectives of the Flood and Water Management Act.
2. The local actions that KCC will undertake to better understand flood risks, including Surface Water Management Plans.
3. The actions KCC will deliver in partnership with other risk management authorities.

The action plan will be reviewed annually. The annual action plan and other measures to deliver the Local Strategy will be submitted to the EHW Cabinet Committee, as requested at their meeting on 23 April 2013.

4.6 Consultation

The draft Local Strategy was developed with the overview of KCC's Flood Risk Management Committee, which includes representatives from the district

authorities in Kent, and the Kent Flood Partnership, which is a committee of officers from the Risk Management Authorities in Kent.

The Local Strategy has completed its statutory public consultation. The comments received were generally supportive with a few welcome suggestions for improvement. The current draft Local Strategy is appended to this paper.

This Local Strategy will be in place for three years and reviewed in 2016.

4.7 Delegation

The responsibility to deliver and monitor the Local Strategy will be delegated through Mike Austerberry, Corporate Director Enterprise and Environment, to Paul Crick, Director Planning & Environment, to Max Tant, Flood Risk Manager.

5. Conclusions

The Local Flood Risk Management Strategy is a requirement for Kent County Council which will help to improve the way flood risk management is coordinated in the county and improve the understanding of flood risk and who performs flood risk management roles for the public of Kent.

The Local Strategy sets objectives for the management of local flooding and an action plan for KCC and other agencies in Kent to deliver these objectives. Government funding for this new role will be used to deliver the action plan.

6. Recommendation

Recommendation:

That Cabinet agree to adopt the Local Flood Risk Management Strategy.

7. Background Documents

- **The Flood and Water Management Act:**
http://www.legislation.gov.uk/ukpga/2010/29/pdfs/ukpga_20100029_en.pdf
- **National Strategy for Flooding and Coastal Erosion Risk Management, Environment Agency:**
www.environmentagency.gov.uk/research/policy/130073.aspx
- **Draft Local Flood Risk Management Strategy for Kent; KCC, 2013**
- **Preliminary Flood Risk Assessment for Kent, KCC, 2011**

www.kent.gov.uk/flooding_pfra

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Kent County Council

Local flood risk management strategy



Executive Summary

Kent County Council was recently made lead local flood authority for Kent, with a role to oversee local flooding. Local flooding is defined as flooding that is caused by the following sources:

- **surface water,**
- **groundwater,**
- **ordinary Watercourses.**

Kent is the most at risk lead local flood authority in England with approximately 76,000 properties estimated to be at risk of surface water flooding. Local flooding has a significant impact on the people and economy of Kent and it is predicted to increase due to climate change, increasing development and changing land use practices that affect the way the land is able to naturally respond to rainfall.

This Local Flood Risk Management Strategy for Kent (the local strategy) sets out a countywide strategy for managing the risks of local flooding. The aims of the local strategy are:

- to coordinate the work of the management authorities to improve the understanding of these risks
- to ensure that we work together to aim to provide effective solutions to problems
- to improve the public's understanding of the risks in Kent and how everyone can play a part in reducing them.

This local strategy will help to ensure that Kent County Council (KCC), the Environment Agency, local authorities, water companies, internal drainage boards and other partners work together to help protect the people and economy of Kent from flooding, whilst ensuring all other relevant considerations are taken into account.

Objectives of the Local Strategy are:

1. Improving the understanding of the risks of flooding from surface runoff, groundwater and ordinary watercourses in Kent.
2. Reducing the risk of flooding for people and businesses in Kent.
3. Ensuring that development in Kent takes account of flood risk issues and plans to effectively manage any impacts.
4. Providing clear information and guidance on the role of the public sector, private sector and individuals in flood risk management in Kent, how those roles will be delivered and how authorities will work together to manage flood risk.
5. Ensuring that emergency plans and responses to flood incidents in Kent are effective, and that communities understand the risks and their role in an emergency.

The local strategy includes a summary of the actions that KCC and the risk management authorities in Kent will be undertaking over the next year and beyond to deliver the objectives of the local strategy. The action plan contains a range of different actions that include:

- broad scale strategic policies that are required to provide better management and/or coordination of flood risk information in the county;
- more geographically specific actions such as a surface water management plan in one of the policy areas to provide more information; or
- very localised actions that will provide a specific scheme to manage flood risk.

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Annexe A: Powers and duties of flood risk management authorities and other responsible bodies

Annex B: Development of local flood policies

1 Introduction

This strategy sets out a countywide framework for managing the risk of local flooding. It will help risk management authorities and communities understand their different roles and responsibilities and how they can work together to manage local flooding. It addresses local flooding which the Flood and Water Management Act 2010 defines as flooding from:

- **surface water,**
- **groundwater,**
- **ordinary Watercourses.**

Many authorities have a role to play in the management of these flood risks in Kent. They include Kent County Council (KCC), the Environment Agency, District and Borough Councils, Internal Drainage Boards and Water Companies.

The flooding from these sources is generally more localised than flooding from rivers and the sea, but cooperation and integrated planning is required from these agencies to understand where the risks are and to manage it effectively.

The aim of the local strategy

- **to coordinate the work of the management authorities to improve the understanding of local flood risks**
- **to ensure that we work together to provide effective solutions to local flood risks where we can**
- **to improve the public's understanding of local flood risks in Kent and how everyone can play a part in reducing them.**

1.1 Why has a local strategy been produced?

The Flood and Water Management Act 2010 (the Act) makes county and unitary authorities lead local flood authorities with a strategic overview role for local flooding in their area. A Local Flood Risk Management Strategy is a requirement for all lead local flood authorities to set out how local flood risks will be managed in the county, who will deliver them and how they will be funded.

The Act also gives the Environment Agency a national strategic overview role for flood risk management. The Environment Agency has produced a National Strategy for Flooding and Coastal Erosion Risk Management (the National Strategy) as part of their national strategic role.

The Local Strategy must be consistent with the National Strategy, which sets out how all flood risks and coastal erosion will be managed in England. The national Strategy can be found here: <https://publications.environment-agency.gov.uk/skeleton/publications/SearchResults.aspx?name=GEHO0711BTZE-E-E>

The local strategy has been produced by KCC through consultation with the Flood Risk Management Committee, which is a committee of KCC and district, borough and Internal Drainage Board members, and the Kent Flood Partnership, which is a partnership of all the risk management authorities in Kent (*more details are provided in Section 3.2.2*).

1.2 What is local flood risk management?

Managing local flood risk involves:

- knowing where flooding may occur and what circumstances may cause such flooding
- taking reasonable steps to reduce the likelihood of this flooding happening
- adapting to the risks and acting to reduce the risk to life, damage and disruption caused by flooding.

Local flooding is difficult to predict as it can be caused by storms that are currently hard to forecast or blockages and poor maintenance. Local flood risk management must rely on adaptation and preparedness in advance of an event rather than mobilisation prior to flood events.

Examples of the features that can be used to reduce the likelihood of local floods include: green infrastructure, landscaped features that hold or direct water away from properties, and sustainable drainage systems (SuDS). A number of features may be used together to manage the risk in a particular area, working in combination within a risk management system.

Examples of the steps that may be taken to reduce the damage and disruption when floods do happen include: controlling inappropriate development to avoid increasing risk, adapting buildings to minimise damage and making sure that a proper emergency response plan is in place and can be operated when needed as set out in the Local Multi-Agency Flood Plans.

Other steps that may be taken to manage risk include:

- transferring risk to other areas where the consequences are low, for example by allowing land to flood and containing floodwater to prevent flooding elsewhere
- tolerating a residual level of risk. For example by accepting that a flood may cause some disruption, so to make sure we are prepared if and when it occurs.

The local strategy will set out a framework for managing local flood risks in Kent, which will involve the following steps:

- investigating the areas at risk of local flooding in Kent
- prioritising which of these areas needs further investigation to develop flood risk management solutions
- prioritising which flood risk management solutions need to be invested in.

1.3 What does the local strategy cover?

The local strategy provides a framework for delivering local flood risk management in Kent. The relationship of the local strategy to other flood plans and strategic planning documents produced locally, regionally and nationally is shown in Diagram 1, along with the authorities responsible for producing them. The local strategy is informed by regional and national flood strategies, including the national strategy, catchment flood management plans and shoreline management plans. In turn the local strategy will inform the delivery of flood risk management in Kent and local planning policies.

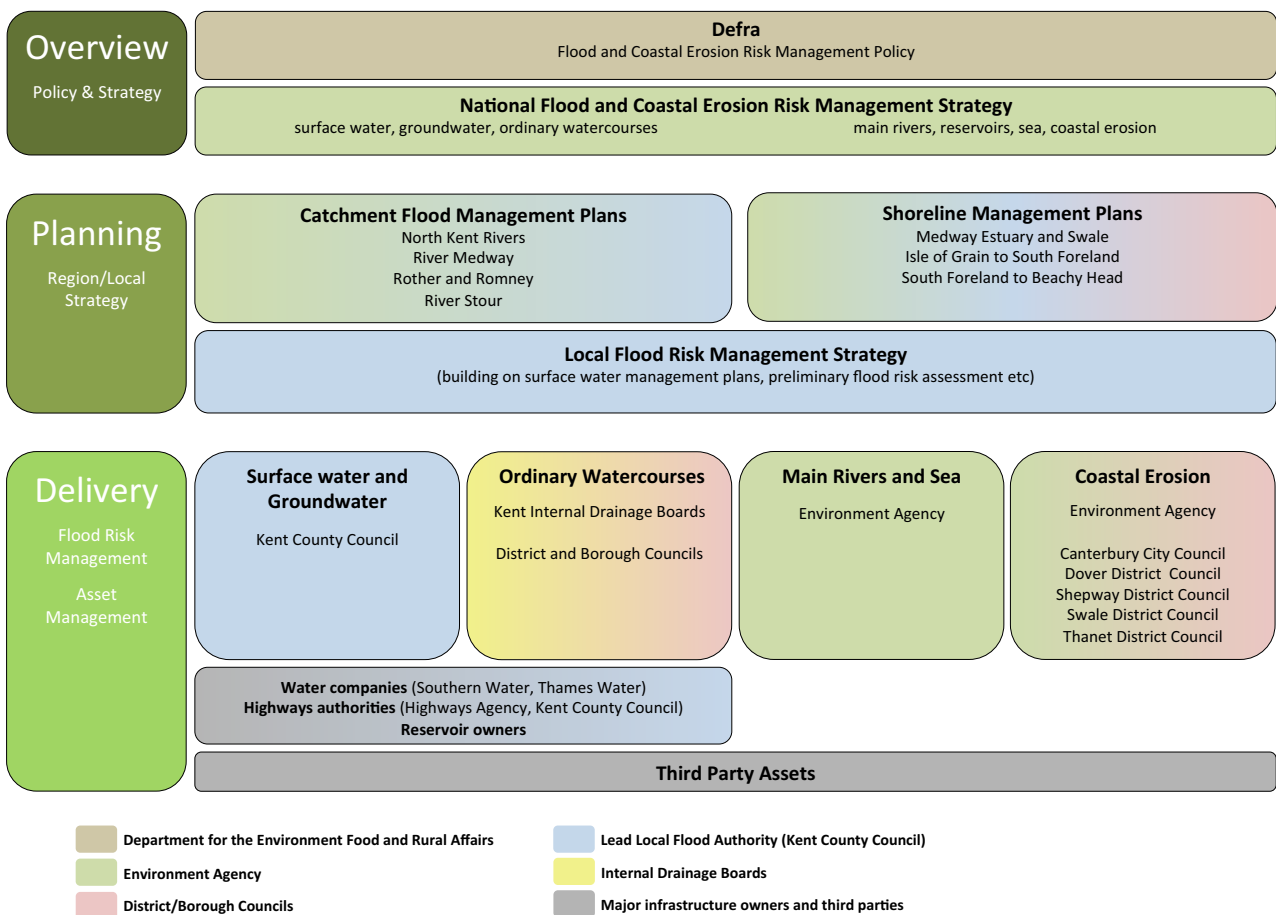


Diagram 1 Flood risk management overview

Given the large area of Kent, the local strategy cannot specify what individual local flood risks are and what measures will be employed to manage them in each local area. The strategy will set objectives for local flood risk management in the county to achieve the aims. Specific local actions to manage local flooding will be delivered and managed through surface water management plans, which are assessments of local flood risks in a defined area. The local strategy uses the information gathered from surface water management plans to prioritise further work.

The local strategy is not a strategy for all flooding in Kent, only for local flooding. The Environment Agency prepares the strategies for river flooding, called catchment flood management plans. The Environment Agency and coastal districts and boroughs coordinate to prepare strategies for coastal flooding and coastal erosion, called shoreline management plans. More detail about these other plans and strategies can be found in Section 2.

These other flood risks can have an effect on local flooding and in such cases the local strategy will be relevant. Additionally, the strategy sets out some broad policies about information sharing, cooperation and sustainable development that apply to all risk management authorities in Kent irrespective of what flood risks they manage. This local strategy will be of interest to all the flood risk management authorities that operate in Kent. The geographical areas that these organisations cover in Kent is shown in Figure 1 and their main functions are set out in Section 3.

It will also be relevant to organisations with flood risk management roles. For instance town and parish councils, Natural England, the National Farmers Union communities and businesses at risk of flooding and the general public.

1.4 How long will the local strategy be relevant?

As a lead local flood authority, KCC must always have a local strategy and it should be monitored and reviewed regularly to ensure that the objectives are being delivered and they are still relevant.

This is the first local strategy that KCC has produced since the Flood and Water Management Act 2010 and since being made a lead local flood authority. As such there are a number of new roles that have to be undertaken in order for KCC to meet its new legislative requirements. These are set out in Section 5, and are important for the strategic delivery of local flood risk management. Therefore, this first local strategy will be reviewed in three years time to assess the establishment of this new role. Future local strategies will have longer review periods, according to the measures identified in each.

The flood risk management actions identified to be delivered will be reviewed annually and new actions that have been identified will be added to the action plan. This means newly identified actions can be delivered according to their relative priority, without having to wait until the next version of the local strategy. This is set out in Section 9.

2 Flood risks in Kent

Kent suffers from all forms of flooding. This section describes the various forms of flooding that are experienced in Kent, and provides pointers to further information about these risks and how they are being managed by the relevant risk management authorities.

Whilst the responsibilities for flooding are divided between different risk management authorities, it is important to understand that there is interaction between the different systems within a catchment that can lead to flooding. A rainstorm may bring rainfall to a catchment, which will soak into the soil and eventually may replenish groundwater. If the soil is saturated or the land is covered by impermeable surfaces, it will flow to local watercourses through land drains or sewers. The local watercourses will flow to the rivers, collecting rain from more drains and sewers on the way. The river will flow towards the sea, collecting water from more local watercourses on the way or from groundwater if the water table is high enough. A diagram of a catchment is shown in Diagram 2.

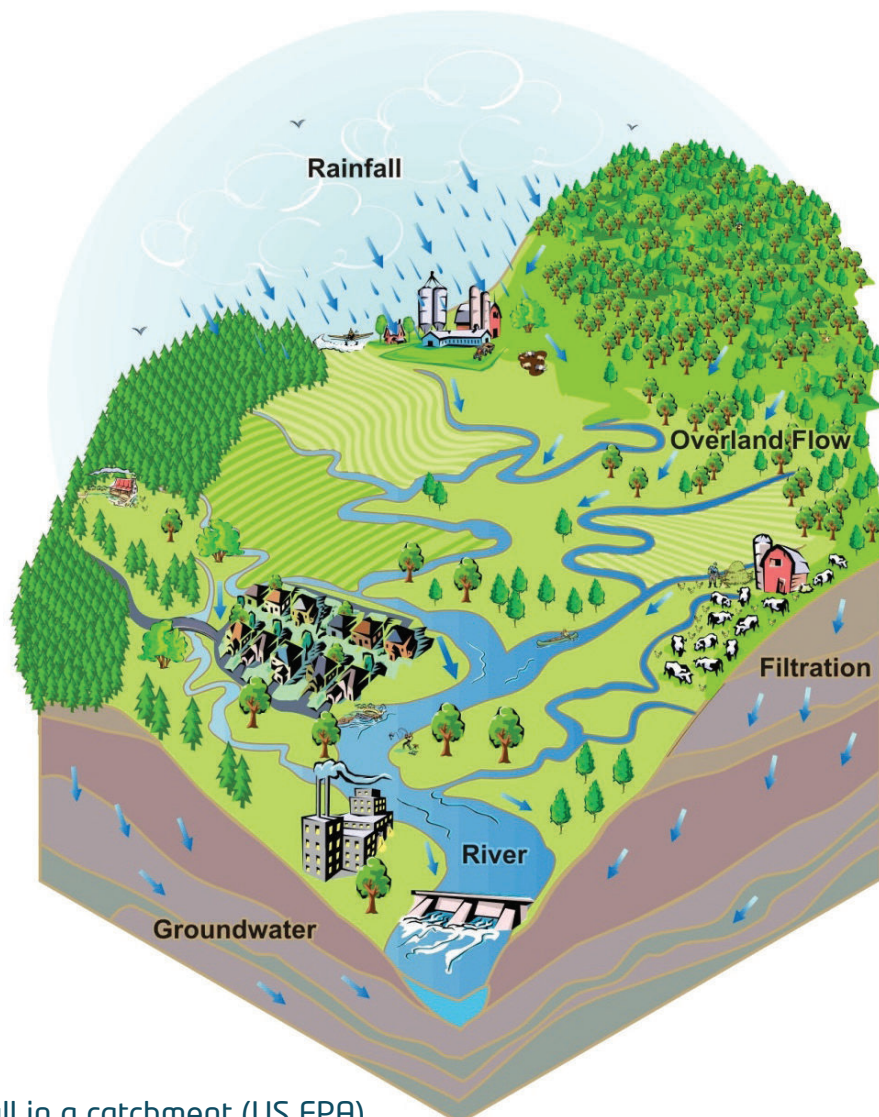


Diagram 2 Rainfall in a catchment (US EPA)

A flood could occur at any point in this system. If the amount of water collected by this system exceeds the capacity of the system at any point, flooding will occur. This could be caused by extremely heavy rainfall that creates a flow of water greater than the capacity of the system at a particular point or because the system is blocked, which reduces the capacity of the system. If the area of impermeable surfacing increases, for instance through new development, the land will not be able to absorb as much rain, more rainfall will runoff and more flow will be created which may cause flooding there or downstream. The way in which the land and drainage assets in this system are managed and maintained is important for flood risk management.

Different risk management authorities have powers and duties for the various forms for flooding that can occur. The different types of flooding are described below, along with the appropriate risk management authorities. Due to the interaction of different forms of flooding, the solution to many flooding problems may be very complex and involve many forms of flooding and several risk management authorities.

2.1 Current flood risks

The Preliminary Flood Risk Assessment that Kent undertook in September 2011 found that surface water flooding is estimated to affect 76,000 properties in Kent, of which approximately 60,000 are residential properties. This makes Kent the most at risk Lead Local Flood Risk Authority in England from local flooding.

The Preliminary Flood Risk Assessment is discussed in Section 2.1.3.

The Environment Agency produces maps of river and coastal areas that can be used to estimate risk. As these forms of flooding tend to interact, as high tides influence flood levels on rivers and high river flows influence water levels in tidal areas, there is no way to accurately separate these risks. Kent is currently estimated to have approximately 64,000 properties at risk of river and coastal flooding, of which approximately 46,000 are residential properties (some of these properties will also be at risk of surface water flooding, this number should not be added to the surface water figure to give a total).

Accurate information for the whole of Kent is not available for other forms of flooding so the risks from these cannot be quantified.

2.1.1 River flooding

River flooding (sometimes known as fluvial flooding) is caused when rivers do not have enough capacity in their natural channel to contain the water flowing in them. Periods of heavy rainfall can cause river levels to increase and rivers can overtop and flood low-lying areas around them. River flooding can also occur if a river gets blocked by obstructions such as fallen trees or rubbish which reduce the capacity of the river.

Rivers are divided into two categories: main rivers and ordinary watercourses. The Environment Agency has permissive powers to manage flood risk from main rivers, which are rivers that can cause significant disruption if they flood and need special management to reduce the risks of flooding. Main rivers are identified on the

Environment Agency Flood Map, which is available on their website: www.environment-agency.gov.uk. Ordinary watercourses are discussed in Section 2.1.5.

The management of flood risk from main rivers is set out in Catchment Flood Management Plans produced by the Environment Agency. These plans give an overview of the flood risk in each river catchment and recommend high-level policies for managing those risks now and over the next 50-100 years.

There are four Catchment Flood Management Plans in Kent:

- **North Kent Rivers**
- **River Medway**
- **Rother and Romney**
- **River Stour**

The plans provide a long-term policy framework, for managing the risk of flooding from main rivers in Kent. They do not determine how that policy will be delivered, the delivery mechanism is determined by specific flood management strategies. They also provide background information on local flood risks.

This local strategy does not include any specific measures to manage flooding from main rivers. However, main river flooding will impact on local forms of flooding and these will be addressed by the local strategy.

2.1.2 Coastal flooding and erosion

Coastal flooding is caused by extreme weather conditions combined with high tides, that can cause sea levels to rise forcing sea water on to the land. High tides and increased sea levels can also impede rivers and drains that flow into the sea, which can cause inland flooding. Coastal processes, tides and waves can also cause coastal erosion, where the shoreline is worn away causing a loss of land and threatening properties. The Environment Agency manages flood risk from the sea. District and borough councils are responsible for managing coastal erosion, which is overseen by the Environment Agency. Coastal flooding and erosion management is coordinated through coastal groups.

The management of coastal flooding and coastal erosion risks is set out in Shoreline Management Plans produced by the Environment Agency and coastal districts working in partnership in the coastal group.

There are four Shoreline Management Plans that cover the coastline of Kent:

- **Medway Estuary and Swale**
- **Isle of Grain to South Foreland**
- **South Foreland to Beachy Head**
- **Thames Estuary 2100**

The purpose of these plans is to provide a large-scale assessment of the risks associated with coastal processes and a policy framework to reduce these risks, both to people and the environment, in a sustainable way over the next

100 years. Whilst the Shoreline Management Plan provides a long-term policy framework, it does not determine how that policy will be delivered. A coastal strategy is developed from a strategic assessment that presents the defence options for a specific management unit of the coastline.

This local strategy does not include any specific measures to manage flooding from the coast. However, coastal flooding will impact on local forms of flooding and these will be addressed by the local strategy.

2.1.3 Surface water

Surface water flooding occurs when heavy rainfall exceeds the capacity of the ground and local drainage network to absorb it. This can lead to water flowing across the ground and ponding in low-lying areas, which may be a long way downstream and it may not be obvious that one area is contributing to flooding elsewhere. This sort of flooding is typically caused by short, intense rainfall.

KCC published the Preliminary Flood Risk Assessment in September 2011, which used surface water mapping data provided by the Environment Agency to assess the risks in Kent and where further investigations should be prioritised. The areas affected by surface water, according to the surface water mapping available, are shown in Figure 2.

The Preliminary Flood Risk Assessment also found that the data currently available to assess surface water flood risk, including the data used in Figure 2, is not always consistent with other data and may overestimate the risk of flooding from this source.

To improve our understanding of surface water flood risks (and other local sources of flooding) surface water management plans have been undertaken in areas identified as high risk in the Preliminary Flood Risk Assessment. Surface water management plans are studies into the local flood risks of an area which tell us what risks the area faces and provide a plan for managing any significant risks. The areas covered by surface water management plans are regularly updated, they can be found on our website:

http://www.kent.gov.uk/environment_and_planning/flooding/how_we_manage_flood_risk/surface_water_management.aspx

This local strategy will identify areas where further surface water management plans are needed and how the risks that are identified will be managed.

2.1.4 Groundwater

Groundwater flooding occurs as a result of water rising up from the underlying aquifer, or from water flowing from springs. This tends to occur after long periods of sustained high rainfall, and the areas at most risk are often low-lying where the water table is more likely to be at a shallow depth. Groundwater flooding is known to occur in areas underlain by major aquifers, although it is also associated with more localised floodplain sands and gravels.

Groundwater flooding is very complex and is poorly understood. It is very difficult to assess the location, likelihood and volume of groundwater flooding. Consequently it is difficult to quantify the risk of groundwater flooding to Kent. The presence of major aquifers in Kent, the chalk of the North Downs and the sandstone of the High Weald, mean that there is a risk of groundwater flooding in some parts of Kent.

Due to the complexities and uncertainties of predicting and mapping groundwater flooding it is not proposed that this strategy will improve our understanding of this form of flooding. Our resources are better used to monitor events and build a picture of areas prone to groundwater flooding and promote resistance and resilience measures in these areas. This will be reviewed in the next local strategy.

2.1.5 Ordinary watercourses

Ordinary watercourses are small watercourses that are not designated as main rivers (see Section 2.1.1). The powers to manage ordinary watercourses lie either with district or borough councils, or with Internal Drainage Boards where they operate. Enforcement powers for ordinary watercourses lie either with the lead local flood authority or with Internal Drainage Boards where they operate.

The flooding mechanism for ordinary watercourses is similar to flooding from rivers, but the small nature of these watercourses means that the flooding is often on a local scale. However, Internal Drainage Boards often cover areas with a high concentration of ordinary watercourses, where drainage is difficult and one rainfall event can cause flooding on several ordinary watercourses simultaneously. Ordinary watercourse flooding is also often affected by water levels in nearby main rivers which the ordinary watercourses would otherwise discharge into.

Ordinary watercourses are generally low-risk systems that do not pose a flood risk on the same scale as main rivers; however they still pose a local flood risk. There is not very much data about the risk of flooding from ordinary watercourses and as such it is not possible to quantify the risk for the whole of Kent. Due to the small nature of ordinary watercourses and the sometimes complex drainage mechanisms they may have (such as sluice gates, weirs and pumps), the risk can be expensive to assess.

The local strategy will identify where ordinary watercourse flooding may be a risk that needs further investigation, and how this will be prioritised.

2.1.6 Sewer flooding

Sewer flooding is caused when the volume of surface water entering the sewer network exceeds its capacity. The nature of the sewer network means that the flooding may occur away from the source of the surface water. This type of flooding is particularly severe when a combined sewer (a sewer that carries both surface water and foul water) floods as it causes effluent to be discharged that can have health and environmental consequences.

Sewer flooding is the responsibility of the sewerage undertaker. They have statutory responsibilities to address internal flooding to properties that are monitored by Ofwat.

2.2 Future flood risks

Flood risk in Kent will change in the future as a result of the changing environment. It is important that any flood risk management measures make allowances for future changes to ensure that they deliver long-term protection.

Climate change is an obvious cause of changes to flood risk. Current projections predict more intense storms, which is the sort of rainfall that leads to local flooding. The latest UK climate projections (UKCP09) are that by the 2080s there could be around three times as many days in winter with heavy rainfall and it is plausible that the amount of rain in extreme storms could increase locally by 40%. We have recently experienced wet summers, which may be more common with climate change. These sorts of increases need to be taken into account when designing drains and flood management infrastructure.

Other changes also have a significant impact on flooding in the short to medium term. New development and the increasing density of our settlements could increase flooding, as there may be fewer areas available to absorb rainfall and store flood water. These factors are particularly important for local flooding. Planning policies already require new development to manage runoff sustainably. However, this does not mitigate all the effects of new development on runoff and they do not necessarily apply to permitted developments, which can increase the density of existing urban areas and increase the burden on local drainage infrastructure.

Ensuring that local flooding and future changes are considered in planning policies, development design and understood by landowners as they improve their property is essential to help manage local flooding.

3 Flood risk management roles in Kent

The management of flood risk is shared by many different risk management authorities in Kent, each with different responsibilities, powers and duties. To adequately address the issues of flood risk management in times of austerity, and where we face pressures from an increasing population and climate change, it is essential that we work together, coordinating activities and pooling resources.

This section explains who the main risk management authorities and partners in Kent are and summarises the functions they may exercise. It also gives an overview of partnerships that some or all risk management authorities are involved in, working together to deliver flood risk management functions. The areas that these organisations cover in Kent are shown in Figure 1.

3.1 Risk management authorities

Flood risk management authorities are defined by the Flood and Water Management Act 2010 as they have responsibilities for flood risk management. These authorities are required to act in accordance with this local strategy when undertaking activities that affect local flood risk management, and the National Strategy when undertaking activities that affect all forms of flooding. The risk management authorities in Kent are described below; a fuller description of their role is given in Annex A.

3.1.1 Kent County Council

Kent County Council is the lead local flood authority for Kent. The Flood and Water Management Act 2010 gives lead local flood authorities powers and duties for the strategic overview of local flooding and for some flood-risk management functions.

These include:

- duty to investigate flooding
- duty to maintain a register of significant structures and features
- Powers to regulate ordinary watercourses
- role to promote sustainable drainage.

How these powers and duties are exercised, and other functions we consider important to deliver our role as lead local flood authority, are set out in Section 5.

As a highways authority, KCC has lead responsibility for providing and managing highway drainage under the Highways Act 1980.

KCC is a Category 1 Responder under the Civil Contingencies Act 2004 and is responsible for the preparation of contingency plans that detail how all emergency responders will respond to a disaster or major incident in Kent, including flooding. As part of this role, KCC coordinates the preparation of multi-agency flood plans for each district and borough in Kent, which provide details of how to manage flooding incidents.

KCC is the planning authority for minerals and waste and for schools, roads, libraries and other developments that KCC is promoting. KCC has a duty to ensure that flood risk is taken into account when planning these. KCC also has responsibilities for some aspects of social services, education and health care provision. The impact of flooding should be considered in designing these services and opportunities to lessen the impacts explored.

3.1.2 District and borough councils

District and borough councils have responsibility as a local planning authority for public open space. They have powers to adopt and maintain ordinary watercourses within their district.

Districts may also have responsibility for managing the risk of coastal erosion, if they have a coastline. As a coastal authority they have a responsibility for planning coastal erosion risk management schemes, and contributing to shoreline management plans.

Kent has 12 district and borough councils:

- Ashford Borough Council
- Canterbury City Council
- Dartford Borough Council
- Dover District Council
- Gravesham Borough Council
- Maidstone Borough Council
- Sevenoaks District Council
- Shepway District Council
- Swale Borough Council
- Thanet District Council
- Tonbridge and Malling Borough Council
- Tunbridge Wells Borough Council.

As a unitary authority Medway Council is also a lead local flood authority and is responsible for preparing a local strategy for the Medway Council area.

3.1.3 Environment Agency

The Environment Agency has a responsibility for main river and coastal flooding. It manages the assets on these waterbodies that reduce the risk of flooding. Its functions include bringing forward flood defence schemes, and it will work with lead local flood authorities and local communities to shape schemes which respond to local priorities.

The Environment Agency provides flood warnings for fluvial and coastal flooding and responds to flood incidents from main rivers and coastal flooding.

It is also a statutory consultee for the flood risk implications of planning applications and is the regulatory authority for reservoirs.

3.1.4 Internal Drainage Boards

Internal Drainage Boards are independent local public bodies, with members appointed by district councils and elected by land drainage ratepayers. Internal Drainage Boards have permissive powers to undertake works within their drainage districts, which are areas of special drainage need and high flood risk.

Internal Drainage Boards carry out a number of functions, including the routine maintenance of adopted ordinary watercourses, management of water levels by the maintenance and operation of structures, the consenting of in-channel works, the enforcement of the free flow of watercourses, and providing advice on planning applications. These activities are carried out in order to reduce the risk of local flooding, to provide appropriate land drainage and to protect and enhance local biodiversity.

There are four independent internal drainage boards in Kent:

- Lower Medway Internal Drainage Board
- Upper Medway Internal Drainage Board
- River Stour (Kent) Internal Drainage Board
- Romney Marshes Area Internal Drainage Board.

There are also two internal drainage districts that are managed by the Environment Agency:

- East of Gravesend Internal Drainage Board, and
- West of Gravesend Internal Drainage Board.

3.1.5 Sewerage Undertakers

Sewerage Undertakers (but not water supply companies) are responsible for the public sewer system and as such are responsible for managing the risks of flooding from surface water, foul or combined sewer systems.

There are two such risk management authorities in Kent:

- Southern Water
- Thames Water.

3.2 Partners

These groups and organisations are not designated as risk management authorities in Kent, although they still have a role to play in the management of flood risk. Some of these functions are duties, for instance the maintenance of assets, or they may perform functions that help to manage flood risks.

3.2.1 Parish councils

Parish councils are involved in managing local issues that may include local flooding problems. They can be a source of local information about flood risks and know which areas are prone to flooding, particularly local flooding incidents that may not be recorded by other authorities.

Parish councils also have a consultation role in local planning applications and can influence how local developments are delivered.

3.2.2 Private individuals and land owners

Private property maybe in areas at risk of flooding or it may include flood defences or watercourses, which the owner may have a responsibility for maintaining. Members of the public have a responsibility to make themselves aware of flood risks they may face and to protect themselves from flooding and undertake any maintenance that maybe required.

Landowners should also be aware of the potential impact on flooding when undertaking works of their own, as construction in the floodplain or a watercourse may increase flood risk. Paving of areas that were previously permeable may increase runoff and lead to local drainage problems or altering a ditch or watercourse near their land may impair its ability to drain effectively. Planning permission or land drainage consent may be required for works.

Large areas of Kent are farmed, meaning the management of agricultural land has a significant impact on the runoff from rain storm events. It is important that farmers understand how agricultural practice can affect flooding and waterbodies downstream.

Information for owners of land adjoining a watercourse can be found in the Environment Agency's guide *Living on the Edge*.

3.2.3 Neighbouring lead local flood authorities

Kent borders with other lead local flood authorities. Medway Council, the London Borough of Bexley, the London Borough of Bromley, Surrey County Council, and East Sussex County Council are all lead local flood authorities that share a border with Kent. Along these borders flood risks may arise from land that is in another authority. KCC will work with these authorities to coordinate flood risk management across our borders. Partnership working groups

3.3 Partnership working groups

There are a number of partnerships in Kent and the South East as a whole where risk management authorities and other agencies work together to deliver risk management functions.

3.3.1 Kent Flood Risk Management Committee

The Flood Risk Management Committee was established by KCC in 2009 following a recommendation of the KCC flooding select committee into the floods of 2009. Since the Flood and Water Management Act 2010 has been passed, the committee has expanded to include members from the districts and boroughs and the Internal Drainage Boards of Kent. This provides a broad overview and countywide perspective of risk management as the county delivers its requirements under the Act.

The committee provides a forum for the members to understand the flood risks in Kent, discuss the implications of the Act, and communicate the issues at a local level. The committee also performs the role of scrutiny body for flood risk management in Kent, as required under the act.

3.3.2 Kent Flood Partnership

The Kent Flood Partnership was established in 2010 following the passing of the act to provide a forum for officers from risk management authorities to discuss the delivery of flood risk management in Kent. The officers represent all of the authorities in Kent with risk management functions: the district and borough councils (3 members), the Internal Drainage Boards (1 member), the Environment Agency (1 member), the Sewerage Undertakers (1 member) and KCC (3 members, from Flood Risk Management, Emergency Planning and Highways and Transportation, and 1 chairman).

The partnership discusses the operational aspects of delivering flood risk management in Kent, the implementation of the Act and how authorities can work together to tackle the challenges of flood risk in Kent.

3.3.3 Kent Resilience Forum

The Kent Resilience Forum was established in 2004 in response to the Civil Contingencies Act 2004 and is aligned to the local police district. The aim of the forum is to ensure that relevant agencies and organisations plan and work together to ensure a co-ordinated response to emergencies that could have a significant impact on communities in Kent.

Kent Resilience Forum partners maintain a suite of generic and incident-specific emergency plans and undertake regular training and exercising to ensure effective emergency responses. A 24 hour, 7 day a week, 365 day a year response capability is maintained across the emergency responders operating in Kent for all emergencies, including flooding. One of the key aims of the forum is to engage greater community resilience through initiatives such as flood response emergency planning across the county, which the forum delivers through workshops and regular liaison with local communities.

3.3.4 Regional Flood and Coastal Committee

Regional Flood and Coastal Committees are committees that approve the work of the Environment Agency in their region. It is also a forum to share the work and progress of the Environment Agency in the region with local partners and ensure that local needs are met by the Environment Agency. All lead local flood authorities in the region have representation on the committee, which is proportionate to the number of Band D properties in their district.

Kent is in the Southern Region Regional Flood and Coastal Committee, which stretches along the south coast from Hampshire to Kent. KCC has three members on the Regional Flood and Coastal Committee, from a total membership of 14. There are also eight technical appointees on the committee, who do not have voting rights. Kent County Councils three Regional Flood and Coastal Committee members also sit on the KCC Flood Risk Management Committee.

The committee is also responsible for administering the local levy, which is a fund paid into by each authority in the region according to the number of Band D properties in the authority. The local levy is described in Section 7.3.

3.3.5 Southeast Coastal Group

The South East Coastal Group is the Regional Coastal Group for South East England, it was formed in 2008 when the South Downs Coastal Group combined with the South East Coastal Group to create an expanded South East Coastal Group.

The group brings together coastal managers and planners from coastal local authorities, the Environment Agency and other maritime operating organisations to deliver co-ordinated strategic management of the shoreline between the Isle of Grain and Selsey Bill. The South East Coastal Group coordinates the preparation of the shoreline management plans for this stretch of coast.

4 Local flood risk management objectives

The risks of local flooding in Kent are significant, many are not well understood and there are many risk management authorities to manage them. It is important to have clear objectives to manage local flooding in order that the risks can be understood, they can be managed in a coordinated way and it is clear who is responsible. This will ensure that the available resources are directed towards the most effective solutions and we can prevent flood risk from being exacerbated.

This section sets out the local flood risk management objectives and explains the supporting principles from relevant documents that help to shape them.

4.1 Objectives

The following objectives have been developed for the local strategy. They have been developed to be consistent with the National Flood and Coastal Erosion Risk Management strategy and the Vision for Kent as discussed in Section 4.2, and to address the needs of local flood risk in Kent.

All risk management authorities are required by the Flood and Water Management Act to work together to help to deliver these. How this will be achieved is set out in Section 6. The proposed actions that emerge from these objectives are set out in Section 9.

1. Improving the understanding of the risks of flooding from surface runoff, groundwater and ordinary watercourses in Kent.

In order to plan, local flooding information needs to be gathered to assess the risks, which can then be used by the risk management authorities to identify the areas most at risk, to target responses and investigate what options may be available to manage them.

The information currently available about local flooding is inconsistent, unavailable or unreliable. Data on historic local flooding may not be available in some parts of the county, or is only available for some not all local flooding risks (for instance ordinary watercourse data is available but not surface water flooding). There is very little data about predicted risk of local flooding from models.

This reflects the focus on the more life threatening flood risk from rivers and the sea that have been the focus of flood risk management in the past two decades and of the fragmented responsibilities for local flooding amongst several risk management authorities.

In order to be able to make robust plans for local flood risks and allocate flood risk management resources effectively, better data needs to be gathered about the history of flooding and the predicted risks that is consistent, reliable and available to all risk management authorities.

2. Reducing the risk of flooding on people and businesses in Kent.

Flooding causes damage, disruption, uncertainty and loss of business. The ultimate objective of flood risk management should be to reduce the risk of flooding wherever possible.

This does not always mean constructing formal flood defence schemes. Maintenance of existing assets can be a very cost effective way to manage flood risk. Where an enhancement is required, the most sustainable way to manage flood risk may be a simple intervention that achieves a significant reduction in the likelihood or consequences of a flood, but may not remove the risk altogether.

Coordinating maintenance and flood risk management activities between risk management authorities within catchments, along with a shared understanding of the levels of risk each authority attributes to the catchment or sub-catchment, is important to ensure that flood risk is being managed in a holistic and cost-effective way.

Flood risk management should focus on the highest risk areas, be cost-effective, sensitive of the needs of the local community and seek multiple benefits. However, simple cost-effective solutions to lower risk flooding problems should also be considered. Local communities should be involved in the development of flood mitigation actions and encouraged to help fund them.

3. Ensuring that development in Kent takes account of flood risk issues and plans to effectively manage any impacts.

The best way to prevent flood risk from increasing is to build new developments in a flood sensitive way, which includes avoiding areas of existing flood risk where possible and managing runoff sustainably.

Development in areas at risk of flooding cannot always be avoided, especially as many towns and cities in Kent are at risk of flooding and it is appropriate to develop and regenerate these areas. Such development should be justified and sensitive to the risk of flooding as required by planning policy.

Sustainable development helps to provide homes and communities that are pleasant places to where flood risk is well managed and enhance the surrounding communities and environments.

4. Providing clear information and guidance on the role of the public sector, private sector and individuals in flood risk management in Kent and how those roles will be delivered and how authorities will work together to manage flood risk.

Given the number of authorities that exercise flood risk management functions and recent changes to these, it is important that clear, effective information is provided about how, when and where risk management functions will be exercised. This will help to improve the awareness of the public that risk management functions are being undertaken and will help to identify opportunities to coordinate risk management functions.

The need for this was identified in the Pitt Review 2007, which states:

"we firmly believe that the public interest is best served by closer cooperation and a presumption that information will be shared. We must be open, honest and direct about risk, including with the public. We must move from a culture of 'need to know' to one of 'need to share'".

Sharing information and cooperation go hand-in-hand, only by knowing what roles and how we plan to deliver them can we work effectively together.

Everybody has a role to play in managing flood risk, by understanding our roles and how each of us will deliver them we can work together to effectively manage the risks.

5. Ensuring that emergency plans and responses to flood incidents in Kent are effective and that communities understand the risks and their role in an emergency.

Flooding cannot be prevented entirely. It is important to recognise and plan for eventualities that cannot be mitigated. Even with the collation of data and mapping of flood risk, some risks are too expensive or technically unfeasible to remove the risk entirely. Even in cases where the flood risk can be managed there will remain a residual risk that the mitigation measure may fail. In all these cases, the flood risks that remain must be managed through appropriate emergency responses.

These responses should use the best available information and be clear about what has to be done to respond to an emergency for all stakeholders including the public.

4.2 Supporting documents

The following documents set out guiding principles that have been used to develop the objectives for this strategy and determine how they will be delivered.

4.2.1 Vision for Kent

The Vision for Kent sets out three countywide ambitions that will guide the direction of public services in Kent for the next ten years, and will also be ambitions of the local strategy. The three ambitions are shown below along with an explanation of how the local strategy can help to achieve them.

To grow the economy

Flooding causes disruption, damage and uncertainty. It can impact business and recovery from flooding has an impact on the economy. Even local flooding, which may not flood properties, can effect transport infrastructure and close roads impacting on the local economy. Reducing local flooding through this strategy can reduce this impact.

To put the citizen in control

Flooding affects the citizens of Kent, who can often feel powerless to prevent it. Providing a clear plan for flooding risk management, identifying the bodies responsible for flood risk management and telling them how they can protect themselves. They can help citizens to understand what is happening in their community to manage flooding and how to identify who can help them tackle flooding issues. Giving the communities of Kent the opportunity to contribute to flood risk management schemes will allow them to have a say in how they are undertaken.

To tackle disadvantage

Flooding causes disadvantage and disproportionately effects disadvantaged areas. Reducing flood risk and prioritising flood management in disadvantaged areas will help people in Kent to feel more optimistic and secure about their communities and futures.

4.2.2 National strategy

The National Strategy sets out six guiding principles. These are also used as the guiding principles of the local strategy in Kent to ensure consistency between the two. These guiding principles provide guidance on how flood risk management should be delivered to ensure that all aspects of schemes are considered. As such they influence the objectives and also how the objectives will be delivered, which is considered primarily in Sections 5, 6 and 8.

The six guiding principles are:

Community focus and partnership working

Risk management authorities need to engage with communities to help them understand the risks, and encourage them to have direct involvement in decision-making and risk management actions. Working in partnership to develop and implement local strategies will enable better sharing of information and expertise, and the identification of efficiencies in managing risk.

A catchment and coastal 'cell' based approach

In understanding and managing risk, it is essential to consider the impacts on other parts of the catchment or coast. Activities must seek to avoid passing risk on to others within the catchment or along the coast without prior agreement.

Sustainability

We should aim to support communities by managing risks in ways that take account of all impacts of flooding (for instance on people, properties, cultural heritage, infrastructure and the local economy) and the whole-life costs of investment in risk management. Where possible, opportunities should be taken to enhance the environment and work with natural processes. Risk management measures should also be forward looking, taking account of potential risks that may arise in the future and being adaptable to climate change. Government guidance has been developed to set out the link between sustainable development and risk management to support the implementation of the strategy, which can be found here: www.defra.gov.uk/publications/files/pb13640-sdg-guidance.pdf

Proportionate, risk-based approaches

It is not technically, economically or environmentally feasible to prevent all flooding and coastal erosion altogether. A risk-based management approach targets resources to those areas where they have greatest effect. All aspects of risk management, including the preparation and implementation of local strategies, should be carried out in a

proportionate way that reflects the size and complexity of risk. The assessment of risk should identify where the highest risks are and therefore the priorities for taking action.

Multiple benefits

As well as reducing the risks to people and property flood risk management can bring significant economic, environmental and social benefits. In developing and implementing flood risk management plans we should help deliver broader benefits by working with natural processes where possible and seeking to provide environmental benefit as required by the Habitats, Birds and Water Framework Directive. Measures such as the use of Sustainable Drainage Systems (SuDs) to manage risk should be considered as they can also deliver benefits for amenity, recreation, pollution reduction and water quality.

Beneficiaries should be allowed and encouraged to invest in local risk management

The benefits achieved when flood and coastal erosion risks are managed can be both localised and private, through the protection of specific individuals, communities and businesses. In developing flood risk management plans, opportunities to seek alternative sources of funding, rather than relying on Government funds, should be considered. This will enable more risk management activity to take place overall.

5 Strategic overview of local flood risk management

National policy for flood risk management is set by Defra. The strategy for the management of all sources of flooding is given by the National Strategy for Flooding and Coastal Erosion Risk Management (the National Strategy), which is prepared by the Environment Agency. The Environment Agency also has a strategic overview role for all forms of flooding and coastal erosion risk management.

As lead local flood authority Kent County Council has a strategic overview of the management of local flooding in Kent and is responsible for preparing this Local Flood Risk Management Strategy.

This section sets out how KCC will exercise the powers and duties that we have under the Flood and Water Management Act 2010 and how we will undertake risk management activities that will help to deliver the objectives of this strategy and perform the role of providing a strategic overview of local flooding.

5.1 Definition of significant flooding

The Flood and Water Management Act 2010 gives lead local flood authorities and other risk management authorities various duties where the risk of a flood is considered significant. The Flood and Water Management Act 2010 defines a flood as:

“any case where land not normally covered by water becomes covered by water.”

According to this definition a puddle could be considered a flood. In order to provide some consistency and clarity as to how and when these duties will be exercised KCC has developed a definition of a significant flood in consultation with other risk management authorities in Kent.

Position 1

A significant flood in Kent is one that causes:

- internal flooding to one or more properties;
- external flooding of five or more properties;
- flooding of roads, rail and other transport infrastructure to an extent that they become impassable by vehicles;
- flooding of or near locally important services or infrastructure, for example health centres and electricity substations, to an extent that they cannot function normally.

This definition will be kept under review and will be adapted as required in future versions of the local strategy.

5.2 Register and record of structures and features

KCC has a duty to maintain a register of features and structures that in the opinion of the authority are likely to have a significant effect on a local flood risk in its area. The register must be available to the public at reasonable times. The purpose of the register is to allow for quicker identification of the responsible authority in incidences of flooding and to identify who is responsible for maintenance of assets.

KCC also has a duty to maintain a record of structures and features that will contain the ownership details of the structures and features in the register. The record does not have to be made available to the public.

The sorts of structures and features that are likely to be included in the register include trash screens, weirs, sluice gates, manmade watercourses etc., which if they were to fail might cause flooding.

The responsibility for proposing structures for the register falls to the relevant risk management authority for the water feature that the structure is part of or for the flooding that the structure would prevent. For instance a reinforced watercourse bank would be proposed by the body responsible for the watercourse, which could be the local authority, Internal Drainage Board or the Environment Agency; a drainage ditch would be proposed by the either the local authority, Internal Drainage Board or the lead local flood authority.

Risk management authorities have the power to designate third party structures and features that in the opinion of the authority perform a flood defence role. Once designated these structures and features cannot be altered or removed without the permission of the designating authority. The owners of the structure or feature will be notified that it has been designated and will have the right to appeal. The designated features will also be listed on the register.

Each risk management authority may choose which structures and features it considers are significant. However, through consultation with the risk management authorities in Kent, we have developed the following guidelines:

Position 2

Features and structures that have a significant effect on local flood risk will be ones which, if compromised in any way, may contribute to a risk of a significant flood event, as defined in Section 5.1 of the Local Flood Risk Management Strategy for Kent.

5.3 Flood investigations

As lead local flood authority KCC has the power to undertake flood investigations into floods in Kent. The purpose of the investigation is to determine which risk management authorities have relevant flood risk management functions and whether those risk management authorities have exercised those functions in response to the flood. Having carried out an investigation KCC must publish the results and notify the relevant risk management authorities.

A flood investigation is only required when no risk management authority has exercised or is proposing to exercise its functions in respect of the flood. A flood investigation does not necessarily require a thorough investigation of the flood and its mechanisms, only the determination of the risk management authorities who have the relevant functions. However, we may choose to undertake a more detailed investigation into a flood incident in order to better deliver the objectives of this strategy, for instance to improve the understanding of flood risk.

KCC will undertake flood investigations in the following circumstances:

Position 3

Flood investigations will be undertaken where no other risk management authority is exercising or is proposing to exercise its functions in respect of the flood and where the flood is significant, as defined by Section 5.1 of the Local Flood Risk Management Strategy for Kent.

5.4 Regulation of ordinary watercourses

The Flood and Water Management Act 2010 has transferred existing powers to regulate the proper function of ordinary watercourses to KCC. These powers consist of two parts:

- The enforcement obligations to maintain flow in a watercourse and repair watercourses, bridges and other structures in a watercourse; and
- The power to give consent for structures in the watercourse and changes to the alignment of the watercourse.

These functions only relate to ordinary watercourses that are outside of Internal Drainage Districts. Within Internal Drainage Districts it is the responsibility of the Internal Drainage Board to exercise these powers. Similarly the Environment Agency is responsible for exercising these powers in relation to main rivers.

The enforcement powers have been transferred from local authorities and the consenting powers have been transferred from the Environment Agency.

These are permissive powers, not duties, KCC can choose to exercise them.

Position 4

KCC will provide resources to exercise its ordinary watercourse regulation powers.

Details of how to apply for consent for works is published on our website:
www.kent.gov.uk/land_drainage_consent

It is advised that anyone considering any works in or near a watercourse contact the relevant authority to discuss the need for consent. KCC also has powers to undertake enforcement of structures that are constructed in a watercourse but have not been given consent. KCC will consult with local risk management authorities about consent applications that we receive or enforcement action we will take for works that do not have consent.

5.5 Recording flood incidents

In order to improve the data regarding flooding and help to understand which areas are at risk of local flooding, as part of delivering Objective 1 of this local strategy, KCC will maintain a record of local flood incidents in Kent. Fluvial and coastal flooding events are generally well documented by the Environment Agency, however the records of local flood events is less consistent. This is partly due to the number of different authorities that have responsibility for aspects of local flooding and the difficulty sometimes in differentiating one type of local flood from another.

Position 5

KCC will develop a flood incident recording database and work with risk management authorities to determine the best ways to ensure that all authorities that receive notification of a flood incident can record it using this database.

It is not intended at this stage to develop a common reporting database (that is, a database to report an incident that requires a risk management response, rather than simply recording the incident as flood intelligence). This is due to the complexities in integrating different software platforms used by the various authorities. In future it may be possible for a common reporting database to be developed, this will be reviewed in future local strategies.

5.6 Drainage approval and adoption of SuDS

Sustainable Drainage Systems (SuDS) are a means of managing rainwater using and mimicking natural processes so that the volume and flow rate of water from developments is similar to natural land. SuDS can have a significant role in preventing local flooding by managing the amount of surface water that is discharged. Additionally, they also provide water quality improvements, open space that can also be used as public amenity and they can provide wildlife habitat.

The Pitt review into the summer 2007 floods proposed that the government find a way to increase the use of SuDS as this key tool in managing local flooding was not being used as widely as it could. The lack of defined responsibility for adoption of SuDS was identified as a barrier to their development and implementation.

The Flood and Water Management Act 2010 proposes to give the responsibility for SuDS maintenance to lead local flood authorities. This responsibility includes the duty of approving all new drainage and ensuring the proposed drainage meets certain national standards. In exercising these duties, lead local flood authorities will be known as the drainage Approving Body (sometimes SuDS Approving Body or the SAB).

As of May 2013, the relevant parts of the Flood and Water Management Act 2010 have not yet been implemented and a commencement date has not been indicated. The government has consulted on the national standards and the secondary legislation that is required for Approving Bodies to exercise their duties. Until these are published it is not possible to anticipate what is expected or how KCC will deliver this role.

Position 6

In the interim KCC's position on SuDS is as follows:

- KCC will prepare for its role as the SAB for Kent by developing a protocol for approval and adoption to be implemented once its SAB role commences;
- After the government has published its response to the national standards consultation, KCC will publish local guidance on our SuDS requirements;
- KCC will provide advice in the interim for developments that are likely to be affected by these new requirements; and
- KCC promotes the adoption of sustainable drainage within the highway boundary.

Any local guidance that KCC offers will be in addition to and will not supersede or replace the national standards. For the latest advice on drainage approval and SuDS in Kent can be found at: http://www.kent.gov.uk/environment_and_planning/flooding/how_we_manage_flood_risk/sustainable_drainage_systems.aspx

5.7 Local flood risk management plans

5.7.1 Local Flood Risk Management Policies

In order to set a direction for the management of local flood risks in Kent the county has been divided into the Local Flood Risk Policy Areas and a Local Flood Risk Management Policy has been assigned to each of these.

The policy areas are shown in Figure 3. These areas have been determined according to their potential for local flooding, as described in Annex B. The Local Flood Risk Management Policies and the Policy Areas have been developed as part of the Kent local strategy.

Local Flood Risk Management Policies

Policy 1 Areas with complex local flood problems

This policy will be applied to areas where we are aware of flood risk issues that are complex. These are the problems which are technically challenging to understand or where a number of different risk management authorities may be involved in their resolution. These areas will typically have local flood risks that affect large areas, for instance a town centre or suburb. An action plan of feasible options to manage the identified risks will be developed and delivered by the relevant risk management authorities.

Policy 2 Areas with moderate local flood problems

This policy will be applied to areas where there are known local flood problems which need to be investigated but are relatively straight-forward. These areas will typically have local flood risks that affect localised areas, for instance one or two roads, that require more in-depth assessment and interventions than have been used in the past. These areas may not need an in-depth assessment of the risks and may be dealt with by ensuring the relevant risk management authorities work together effectively to investigate the problems although in some instances these may be necessary.

Policy 3 Areas with low local flood risk which are being managed effectively

This policy will be applied to areas where local flooding risks are currently not significant. That does not mean that these areas are not at risk of local flooding, but the risks can be managed by each risk management authority undertaking its duties effectively.

Figure 4 shows the policies that have been assigned to the policy areas. These policies have been assigned to the policy areas based on available information. For some areas this is from previous studies that have been undertaken to collect data or assess the local flood risk, in other areas it is based on available information. The information used is given in Annex B. As more information is gathered about the local flood risks in Kent the policy areas and the policies will be reviewed and adjusted as necessary.

Position 7a

KCC will undertake studies into the local flood risks in the Local Flood Risk Policy Areas as follows:

Policy 1 - The flood risks in these areas will be investigated by KCC as a priority.

Policy 2 - Opportunities will be identified to investigate and manage these issues over the medium term, three to five years, lead by the relevant risk management authority with support from KCC.

Policy 3 - Flooding in these areas will be monitored and problems will be dealt with reactively by the appropriate risk management authority.

5.7.2 Surface water management plans

Where risks are identified further studies may need to be undertaken to determine the best way of managing these. These studies are known as surface water management plans (the name came before the publication of the Flood and Water Management Act 2010, which defined local flooding. These plans include all local flood risk sources, not just surface water flooding).

Surface water management plans are studies into the local flood risks of an area which tell us what risks the area faces and provides an action plan for managing any significant risks. It is important to understand that undertaking a surface water management plan does not mean that there is necessarily a local flood risk problem in that area, only that we need further information in these areas in order to understand the risks.

Given the size of Kent, the large number of areas that are at risk of local flooding and the time it will take to deliver the surface water management plans, it is unrealistic to record local flood risk management actions in the local strategy.

Position 7b

Specific actions to manage local flood risk will be identified and planned through the surface water management plans.

In this way the actions that are identified can be targeted at the local area and specific to the needs of that local community rather than determined through a countywide strategy. The surface water management plans will allow more engagement with local partners and all relevant stakeholders can share in determining the local priorities and best options to resolve them.

The findings of the surface water management plans will be used to prioritise further investigations and, where appropriate, flood risk management schemes. How these schemes are prioritised is discussed in Section 5.8.

5.8 Local flood risk management measures

KCC will undertake the preliminary study of local flood risks in Kent, as outlined in Section 5.7, and gather data on flood risks reported to us and other risk management authorities as outlined in Section 6.1. This will identify where there are local flood risks that need to be managed. The type of flood risk management that is required in the areas identified as at risk will vary according to the specific flood risks, but they are likely to fall into one of two categories described below.

5.8.1 Schemes of national importance

These are likely to be large scale schemes that deliver flood risk management benefits of national significance and will be eligible for grant in aid (how grant in aid is allocated is discussed in Section 7.2).

The limited resources available to KCC and the cost of taking schemes through the planning development process mean that KCC is unable to fund schemes from initial identification all the way through to their delivery. Where there are viable schemes identified the appropriate risk management authority (which may be KCC, but could also be another authority) will need to apply for grant aid to support the next stage of their development. KCC and the Environment Agency will assist with this application.

Position 8a

Beyond the preliminary study stage, KCC will promote projects that are likely to attract grant in aid funding. Where schemes will require partnership contributions, KCC will try to identify any potential sources of funding that may be available to deliver them. These schemes will be prioritised according to the flood risk and disadvantage in the area.

KCC may use the Defra grant to provide partnership contributions for schemes that require it, however this can only be done where funds are available from the flood risk management budget.

5.8.2 Schemes of local importance

These schemes are to manage flood risk that is more localised and require works that are small, therefore they may not be eligible for grant in aid these, but they are still locally important.

Position 8b

KCC will work with local communities and other risk management authorities to identify minor schemes and potential sources of funding for them

Other sources of funding are discussed in Section 7. These schemes will be prioritised according to the flood risk, other factors that will be considered in prioritising schemes include:

- disadvantage in the area
- additional funding opportunities are available
- critical infrastructure at risk
- simple, cost-effective solutions are identifiable
- opportunities to work with other risk management authorities to develop an integrated flood risk management solution
- opportunities to develop or retrofit sustainable management practices
- opportunities to protect or enhance the natural or historic environment
- opportunities to improve safety and the effectiveness of emergency responses.

6 Working together to deliver the local flood risk management strategy

Risk management authorities have a duty to cooperate with one another in undertaking flood risk management functions. This is required by the Flood and Water Management Act 2010.

Through cooperation organisations and individuals can achieve more effective results than they could achieve through working alone. Cooperation requires trust, good communication, sharing information and resources, and an improved understanding of the mutual benefits it can bring. Cooperation respects the interests of those concerned, while at the same time promoting the wider interests of the group and its stakeholders.

This section describes how all risk management authorities will work together to achieve the objectives of this local strategy. These objectives do not relate solely to local flood risks. Other forms of flood risk and coastal erosion also need to be considered as it is important that all flooding is managed consistently as one form of flooding can cause or worsen other forms.

6.1 Improving the understanding of the risks of flooding from surface runoff, groundwater and ordinary watercourses in Kent

6.1.1 Recording flood incidents

All risk management authorities receive reports of flood incidents. It is important that all of this information is collated in a consistent way and stored so that it is easily available to all risk management authorities. KCC will develop a flood incident record for local flooding that can be accessed by all risk management authorities. All risk management authorities are encouraged to record all incidences of local flooding that they are aware of in this record, even if it is not a form of flooding they have responsibility for. Fluvial and coastal flooding should be reported to the Environment Agency.

This record will be available to all risk management authorities to assist them in identifying flood prone areas that they may need to focus on or to use in studies of flooding.

6.1.2 Registering flood assets

Registering assets in the features and structures register (Section 5.2) that have a potentially significant impact on flooding is the responsibility of individual risk management authorities. KCC will maintain the register, as outlined in Section 5.2, but it is the duty of all risk management authorities to register assets in the register. KCC will provide guidance on how to do this. The register is intended to be a useful tool to identify the ownership of important flood risk management assets, it is not intended to be a regulatory burden. Risk management authorities may use the register as they see fit, there is no specific duty to register assets or a timetable to complete the register.

6.1.3 Surface water management plans

Surface water management plans are an important tool to understand where local flood risks are and how they may arise. KCC will undertake these plans as set out in Section 5.7. All risk management authorities in these areas are encouraged to take part in these plans to share knowledge and expertise to ensure that they deliver the best possible plan. Where appropriate these plans may assign actions to the risk management authorities to deliver. Risk management authorities will be consulted about any actions they may be assigned before the plan is published. Once the actions are agreed the risk management authorities should deliver them within the specified timeframe. These plans will be published by KCC for anyone interested in viewing them.

Risk management authorities are encouraged to undertake their own plans into flood risks that they may be responsible for. Surface water management plans do not have to be undertaken by KCC, other risk management authorities may undertake them if they consider them useful. KCC will work with risk management authorities who undertake their own flood risk investigation if they are invited. Risk management authorities are encouraged to publish any findings of plans or investigations they undertake for any interested parties to view.

6.2 Reducing the impact of flooding upon people and businesses in Kent

6.2.1 Surface water management plans

Areas at greatest risk of local flooding will be identified through the work KCC is doing to deliver surface water management plans, as described in Section 5.7. Actions to deliver flood risk benefits will be given by the management plans and agreed by the partners involved. Risk management authorities are encouraged to work together to identify mitigation opportunities and to deliver flood risk management schemes, sharing resources, expertise and maintenance.

6.2.2 Asset management

Reducing the risk of flooding also includes the ongoing maintenance and management of flood risk management infrastructure. Risk management authorities are encouraged to ensure that the management of their assets is the most effective available, that it takes account of the impacts up - and downstream and that other risk management authorities affected by their assets understand how they manage them.

KCC will work with risk management authorities to develop an integrated drainage asset management strategy for the county, which will identify the key drainage assets and agree between all relevant partners how these will be managed.

6.2.3 Coordinated flood risk planning and delivery

Flood risk mitigation should be risk based, focussing on the areas that are at the greatest risk and most badly affected by flooding, disadvantaged areas at risk of flooding should also be prioritised in determining where to allocate resources.

Flood risk mitigation should be planned effectively for the long term and provide a clear picture of how the risks will be managed and by whom. All relevant studies and plans that relate to the flooding should be considered and relevant partners involved in the planning to ensure that all risks can be considered and planned together where feasible. In this way opportunities for multiple benefits can be identified, for instance including amenity space or providing habitat for wildlife.

Planning flood management schemes should include the local community to ensure that they understand the risks, how they can be managed and what their role will be in managing them.

Not all flood risks can be mitigated and investment should be focussed where it can make the most difference. In order to determine this, assessments of flood risk mitigation schemes will develop benefit-cost assessments that indicate the value of a scheme. More details on how flood defence projects are prioritised and funded can be found in Section 7.

6.2.4 Flood defence financing

Risk management authorities and local communities also have a role to play in the financing of flood management schemes, which may now only be partly financed by government grant. By contributing to flood management schemes, partnership contributors can have more say in how the risks are managed and delivered.

6.3 Ensuring that development in Kent takes account of flood risk issues and plans to effectively manage any impacts

6.3.1 Flood risk and planning

Planning authorities have to undertake Strategic Flood Risk Assessments as a requirement of the National Planning Policy Framework to assess the effect of proposed developments on flood risk. These assessments should include a thorough assessment of all flood risks, however historically they have often focussed on fluvial and coastal flood risks and not adequately dealt with local flooding.

The Strategic Flood Risk Assessment should help to develop policies to manage flood risk from all sources that can be adopted in local plans. These policies should promote the strategic allocation of land and of buildings within the development boundary to reduce flood risk and sustainable drainage and improve water quality.

In undertaking Strategic Flood Risk Assessments, making planning policy and planning decisions, planning authorities should consult with the Environment Agency, the lead local flood authority, emergency responders and internal drainage boards as appropriate.

6.3.2 Development and flood risk

Development may need to be located in areas at risk of flooding. This should only occur where it is justified, having been through all the relevant tests required by the National Planning Policy Framework, supported by a Strategic Flood Risk Assessment, if the flood risk can be managed safely and if it does not increase flood risk elsewhere.

Any development that is proposed in the floodplain or that would be isolated in a flood event should be considered by the emergency planners and the emergency services as they will have to respond in the event of a flood. They should be satisfied that the new development will not compromise the safety of any inhabitants of the development, the response they offer to existing properties or the safety of the responders.

Planning authorities should bear in mind that any new development constructed after January 2012 will not be considered by the government when it allocates grants for flood defences. Therefore if the area benefits from flood defences or will need flood defences in future (taking into account climate change) these new developments will not be considered in the benefit calculation (grant in aid for flood defences is discussed in Section 7.2). The potential effect of new development on the financial viability of flood defences that will be needed or need refurbishment, should be considered in strategic flood risk assessments along with any options to mitigate the impact.

6.3.3 Sustainable drainage and planning

New development should manage runoff in a sustainable manner, where possible using natural processes. Local plans and strategies should adopt policies that encourage new developments to use these techniques. Some planning authorities in Kent have developed specific policies and local guidance to encourage the use of SuDS that has proven to be very effective as it provides a clear picture to potential developers of what is required for all developments in the authority. KCC will work with any planning authorities that would like to develop such guidance.

KCC will issue guidance for other risk management authorities, developers and other interested parties on how it will undertake the role of drainage approving body and how to apply for drainage approval once Defra has published details of how this role will be undertaken. In the meantime KCC will provide advice to any prospective developer about how to implement sustainable drainage.

6.4 Providing clear information and guidance on the role of the public sector, private sector and individuals in flood risk management in Kent, how those roles will be delivered and how authorities will work together to manage flood risk

6.4.1 Communication

Annex A provides a summary of the main flood risk management functions each risk management authority has. Each risk management authority should make clear how they intend to carry out their functions. The information provided should include the area and features they have responsibility for, schedules for routine maintenance, records of maintenance having been undertaken, plans for improvement works, plans for new flood management measures and relevant contact details.

Members of the public are often unaware of which risk management authority is responsible for the type of flooding they are experiencing. If an inappropriate authority is contacted regarding a flood event they are encouraged to take the details to pass them on to the appropriate authority and let the customer know the details of the report that has been made. In this way members of the public need only contact one authority.

6.4.2 Cooperation

All risk management authorities have a duty to cooperate and share information with another risk management authority that is exercising a risk management function (as required by the Flood and Water Management Act 2010). Risk management authorities should refer to the Environment Agency's guidance on appropriate practice for sharing information and cooperating: "[Cooperation and requesting information in flood and coastal erosion risk management](#)" (Environment Agency, 2011). As part of this risk management, authorities must share information that is requested of them for flood risk management purposes in a timely manner. They may remove personal information but this is *not* a reason not to share the information. Risk management authorities should also make it clear how other authorities can cooperate with them to achieve risk management benefits. This can include authorising another risk management authority to undertake risk management functions on their behalf.

6.4.3 Private land

Members of the public and land owners often assume that the responsibility for maintaining watercourses lies exclusively with a formal risk management authority. Even if an authority does undertake maintenance on a watercourse, this is only as a permissive power not a duty. Land owners adjacent to a watercourse are responsible for the maintenance of that watercourse. This is set out in the Environment Agency's guide: *Living on the Edge*

It is important that members of the public understand the role they play in flood risk management and how they can protect themselves from flooding. Risk management authorities should make clear to members of the public and land owners what their obligations are to manage flood risks within the authority's area and what relevant risk management functions they perform.

6.5 Ensuring that emergency plans and responses to flood incidents in Kent are effective and that communities understand the risks and their role in an emergency

It is the duty of a range of agencies to plan for and respond to flood events. Emergency responders include the emergency services, Kent County Council, district councils, Highways Agency and water utility providers. The Environment Agency has a role to warn and inform of flooding from rivers and the sea. Responders coordinate their planning and responses to flood emergencies under the umbrella of the Kent Resilience Forum (see Section 3.2.3).

Planning and response to flood emergencies is informed by Multi-Agency Flood Plans, Rapid Response Catchment Emergency Plans and relevant generic and specific contingency plans, maintained by Kent Resilience Forum partners. It is important that these plans continue to use the latest flood information available and are updated as new information becomes available.

KCC will share the outputs of the surface water management with the Kent Resilience Forum partners to be used in planning emergency responses. The other risk management authorities are recommended to provide any data on flood risks, including local flood risks, to the Kent Resilience Forum. Close inter-agency working, sharing data and resources is vital for the emergency responders in Kent to maintain and continue to build resilience to local flooding and other flood risks within the county.

7 Flood risk management planning and resources

The way that flood risk management schemes are funded has recently changed. Government grants will not fully fund all schemes, local contributions will have to be found for many schemes to proceed. This change provides an opportunity for local communities to have more influence on how flood defences are delivered in their communities. However it also means that local communities may have to find funds to contribute to flood risk management schemes.

This section explains how government grants for flood defences are allocated and how flood defence projects are prioritised.

7.1 Defra grant

In order to support the delivery of the Flood and Water Management Act 2010, Defra provides a grant to lead local flood authorities for the duration of the current spending review period (2011/12-2014/15). Kent County Council received £260,000 in 2011/12 and will receive £750,000 for the further three years of the spending review period (2012/13-2014/15).

This money will be used by KCC to fund the new responsibilities we have under the Act, as outlined in Section 5. This includes hiring staff to undertake these new responsibilities and financing investigations into local flooding. Where possible KCC will seek to find savings in how these duties and powers are undertaken. We already work in partnership with other neighbouring lead local flood authorities on a number of areas, including the delivery of the drainage approving role and we are working the Environment Agency on a number surface water management plans where they are undertaking other related assessments.

7.2 Flood defence grant in aid

Flood defences and coastal erosion risk management schemes are funded from a government grant called Flood Defence Grant in Aid (grant in aid) which is administered by the Environment Agency on behalf of Defra. Until recently schemes would receive full grant in aid funding if they met a certain cost-benefit ratio, while schemes that did not achieve this ratio would receive no grant. Under this mechanism many schemes never achieved the required cost-benefit ratio and could never be delivered.

Defra has changed the way grant in aid will work from April 2012. The new partnership funding approach determines what proportion of the cost of a scheme can be funded by grant in aid. Some schemes will be fully funded, others only partly funded, according to how much public benefit they will give, for example by reducing flood risk to homes and vital infrastructure, (e.g. power stations and water treatment works). Any shortfall in the amount of grant in aid required to construct the scheme will need to be found from elsewhere. This could be from local levy funding from the local levy, from local businesses or other parties who will benefit from the scheme. Diagram 1 illustrates how the scheme will work compared to the previous mechanism.

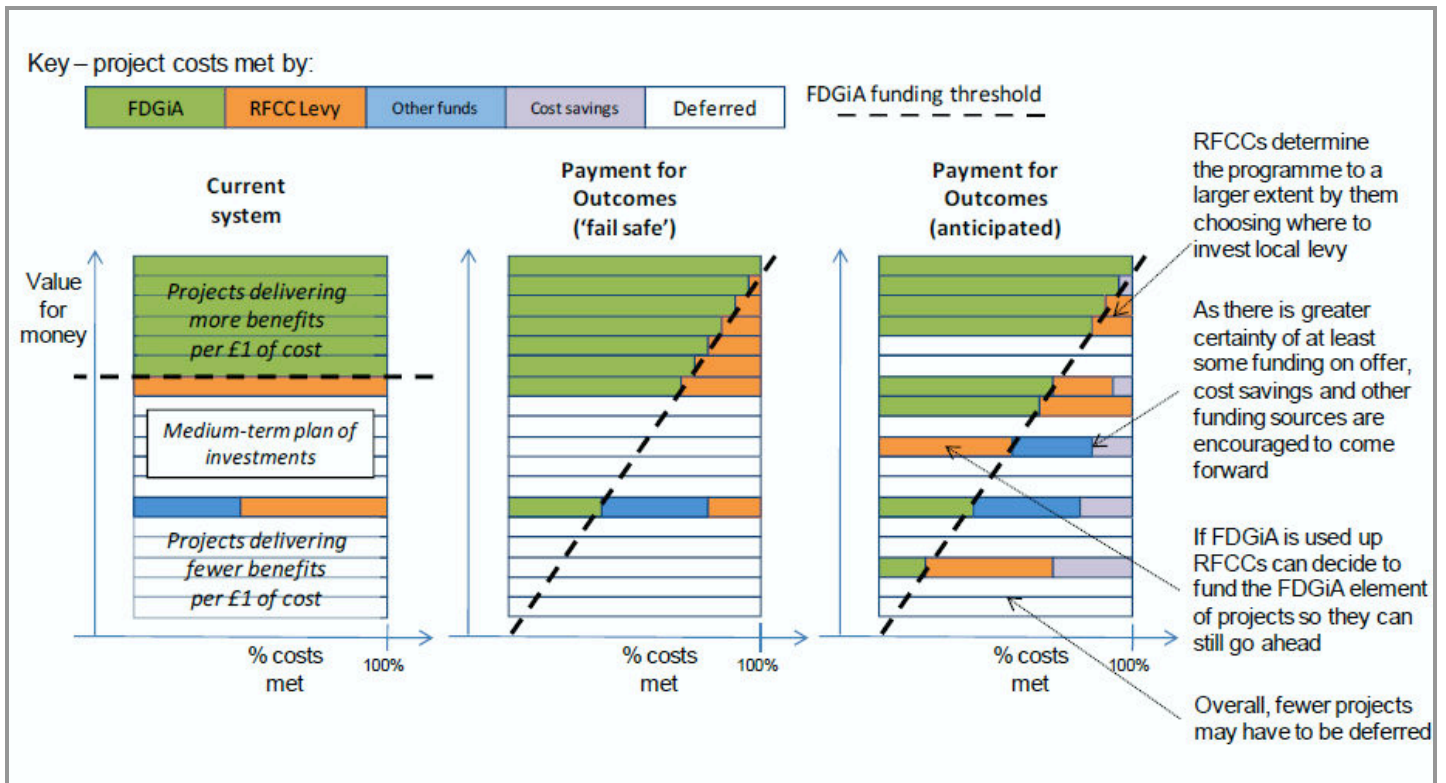


Diagram 3 Comparison of old and new grant in aid funding mechanisms

In this way all schemes can receive some grant in aid so long as they can find the necessary partnership funds to cover the costs of the scheme. This means that a scheme that may not have received any grant in aid under the old mechanism may now receive some with the addition of local funds. By requiring local contributions for many schemes there will be more local involvement in determining how the schemes are developed.

To assess the value for money, the 'Outcome Measure' of a scheme is used to calculate the benefits (according to specific criteria) and divided by the cost of the scheme. Any scheme with an outcome measure above 100% represents value for money. However, in the financial year 2012/13 due to the competition for grant in aid the threshold to qualify for government assistance was set at 120%. This means that even schemes whose outcome measure score is below this threshold must secure partnership funding that gives a score above 120% in order to receive grant in aid. The lower the score, the larger the proportion of partnership funding that is required. In order to qualify for any grant in aid funds under this mechanism any necessary partnership funding must be secure before an application can be made. The threshold score changes every year, according to the competition for grant in aid.

In deprived areas, Defra will pay higher amounts of grant in aid, up to 225% more in the 20% most deprived areas. This means that flood risk management measures in disadvantaged areas are prioritised.

This new funding mechanism applies to schemes that refurbish existing defences as well as constructing new ones. Further, the grant in aid benefit calculation will not take account of any benefit to properties built since January 2012, as the government does not want to increase the number of properties at risk, even if the risk is residual. This will include properties built in areas that already benefit from flood defences, even if they replace existing stock. Therefore the construction of new homes in place of existing ones on a defended flood plain may make existing flood defences financially non-viable, as the new properties will not be used in calculating the outcome measure in the way the old ones would have been.

More details about the grant in aid scheme can be found on the Environment Agency's website:
<http://www.environment-agency.gov.uk/research/planning/134732.aspx>

7.3 Local levy

The local levy is administered by the Southern Region Regional Flood and Coastal Committee (RFCC). The Southern Region local levy is currently approximately £1.177m, which is one of the lowest in the country. KCC currently makes the largest contribution to the southern region local levy, approximately £330k annually. The local levy can be distributed to flood defence schemes at the discretion of the RFCC. It is often used to fund locally important schemes which would otherwise not receive funding or to provide partnership contributions for grant in aid funding.

7.4 Water company planning

Water company investment in infrastructure they manage has to be agreed by the water company regulator, Ofwat. This is done on a five-year cycle called an Asset Management Plan (AMP). We are currently in the fifth AMP period, AMP5, which runs from 2010 to 2015. AMP6 will begin in 2016. The work that water companies undertake in each AMP period is determined by plans they submit to Ofwat prior to each AMP period, this is called the 'Periodic Review'. The next periodic review submissions will be made in 2014.

In order to ensure sewerage improvement works can be carried out they must be identified in time to be included in the periodic review.

KCC does not have a responsibility to oversee the management of water company assets or the performance of sewerage undertakers. Similarly sewerage undertakers only have a duty to manage their assets and ensure they perform to the appropriate criteria. They do not have a duty to manage or prevent other flooding. However, there are clearly common areas of concern for many risk management authorities and sewerage undertakers where a joint approach may be mutually beneficial.

KCC will work with the sewerage undertakers in Kent to identify any opportunities to jointly fund projects, using all available funding sources, to be put forward into the appropriate periodic review.

7.5 Other sources of funding

Due to the nature of the grant in aid scheme, any source of funding can be used as the partnership contribution. Flood risk management schemes may have many benefits, including helping to protect property, providing amenity space, wildlife habitat and more. These other benefits may provide sources of funding through local investment funds, new developments, habitat grants and local landowners that can contribute to the costs of flood risk management.

7.6 Planning flood risk management schemes

There are a number of steps that have to be taken to deliver a flood management scheme from identifying the need for a scheme, through designing it and construction/delivery. Table 7.1 shows an outline of the steps that can be taken to deliver a flood risk management project.

Table 7.1 Stages in the development of a flood management scheme

Project Stage	Description
Preliminary study	Assessment of flood risks
Initial assessment	Study to scope potential flood defence options
Business case	Feasibility study of preferred flood defence option(s)
Detailed design and contract award	Detailed design of flood mitigation scheme
Project implementation	Delivery of flood mitigation scheme

Each step in this process generally requires more funds as more detailed investigations are required. Not all stages are always required and some stages can be combined, for instance the initial assessment could be combined with the business case, especially for smaller schemes. The identification of a flood risk does not inevitably lead to a flood defence scheme being delivered, as the mitigation options identified may not be feasible for a number of reasons (including cost, availability of land, effectiveness of the available solutions and negative consequences that outweigh the benefits).

All of these stages can receive support from grant in aid, but the potential benefits of the investment must be justified at each stage and each stage will require a separate request for grant in aid, which will be measured against national priorities.

Grant in aid funding is allocated to projects annually by the Environment Agency. In order to receive grant in aid, a submission to the Environment Agency must be made that provides the appropriate details. It will then be assessed against the other schemes put forward for that year and if it meets the criteria it will be placed on the medium term plan. The medium term plan outlines which projects will receive money, how much partnership funding they require and how the funding will be spread over the time span of the project (as many projects take a number of years to actually deliver).

Some schemes will not provide enough benefits to raise them high enough up the nationally prioritised list to attract grant in aid. These sorts of schemes may be local improvement works or schemes that only improve the standard of protection by a small amount . Other sources of funding will be needed to fund these.

8 Flood risk management delivery

Flood risk management schemes, infrastructure or improvement works used to prevent or reduce flood risk, offer opportunities to deliver more benefits than simply protection from flooding. Through careful planning there are also opportunities to enhance our communities and environment and to ensure that all local users are taken account of in developing schemes. The section sets out how the process of delivering flood risk management schemes in Kent will be managed to ensure that the best outcomes are achieved.

8.1 Environment, heritage and landscape

Water is an intrinsic part of the natural the environment, it is essential for life and a fundamental feature of our landscape. Through the mitigation of the potentially damaging aspects of the water cycle we may be able to use it productively to enhance our environment through the provision of habitat and amenity. However, flood mitigation measures may also change the local environment and potentially have negative impacts on other features by disturbing the natural flow of water or through construction activities. Below are areas that must be considered in delivering any flood risk management schemes in order to preserve the environment of Kent.

8.1.1 Environment

Opportunities to enhance the environment and provide habitat and amenity should be sought where possible in the delivery of flood risk management schemes, especially if they could help to achieve the aims of other action plans, for instance the Kent Environment Strategy and the Kent Biodiversity Action Plan. Where environmental enhancements can be achieved they should be in keeping with the local environment and provide habitat for locally indigenous species.

Altering the flow of water may have an impact on sites downstream that rely on water. There are many designated sites in Kent and many of these are water sensitive. Any alteration to the amount of water they receive can disrupt the ecosystem. The impact of flood risk management schemes needs to be assessed thoroughly if there is any potential impact downstream. The mitigation for any such impact may be incorporated into the design of the schemes themselves.

Environmental impacts should be assessed at an early stage of the design of schemes and appropriate consultation should be undertaken with relevant stakeholders to scope any potential effects. The Kent Wildlife Trust and Natural England are principle consultees for environmental effects.

8.1.2 Heritage

Flood risk management schemes may have both direct and indirect impacts on the historic environment. Direct impacts could include damage to known heritage assets - for example if a historic drainage ditch is widened and deepened as part of the scheme. Alternatively they may directly impact on unknown assets such as when a scheme affects currently unrecorded buried archaeological remains. Indirect impacts occur when the ground conditions are changed by flood risk management schemes, thereby impacting on heritage assets. For example,

using an area for water storage, or improving an area's drainage can change the moisture level in the local environment. Archaeological remains in particular are highly vulnerable to changing moisture levels which can accelerate the decay of organic remains and alter the chemical 'composition' of the soils. Historic buildings are also often more vulnerable than modern buildings to flood damage to their foundations, as are historic bridges and other historic water management structures.

When flood risk management schemes are planned it is important that the potential impact on the historic environment is fully considered and any unavoidable damage is mitigated. This is best secured by early consideration of the local historic environment following consultation with the Kent Historic Environment Record and by taking relevant expert advice. Kent County Council maintains the County Historic 'Environment' Record and can offer guidance on avoiding damage to the County's heritage.

8.1.3 Landscape

The local landscape character and context of the proposed site must be respected in the design of new works. The inclusion of landscape appraisal in the design process will help to conserve and enhance the distinctive characteristics and quality of the landscape.

There may be opportunities to provide local high quality open spaces with the flood risk management schemes and enhance the amenity of the space. Opportunities to deliver local targets for amenity, blue/green infrastructure and the movement of people should be sought. Consultation with the local planning authority and other stakeholders should be undertaken in the design of any scheme.

8.2 Equality

Flood risk management schemes must benefit everyone in the community they serve. Similarly the passive consequences of the scheme must be considered for all stakeholders that may be affected. For instance changing the height of paths to provide a flood barrier may make them less accessible.

Generally reducing flood risk helps to equalise the impact of flooding on diversity groups, as certain diversity groups, particularly the elderly and disabled, are less able to help themselves in a flood event. However, flood risk management schemes must be sensitive to the needs of all stakeholders and must be appropriate for them, for instance manual handling of flood defence apparatus may not be appropriate for some diversity groups. Additionally, where flood risk management schemes are proposed the consultation exercises undertaken must be accessible to all diversity groups. For instance, those with poor eyesight may not be able to understand plans and maps of the proposed scheme. Where this occurs alternative means of communication must be considered.

An equality impact assessment should be undertaken at an early stage in the design of any flood risk management scheme. All stakeholders should be identified and their needs considered in order that they can be designed into the scheme at an early stage. Specific consultation with any impacted diversity groups is also encouraged to ensure that their needs are properly understood.

9 Next steps to manage local flood risk

This section provides a summary of the actions the risk management authorities in Kent will undertake over the next year and beyond to deliver the objectives of the local strategy. This list will be updated annually with progress on previous actions noted and new actions that have been identified added.

The action plan will contain a range of different actions that are planned to achieve the objectives of the local strategy. These include broad scale strategic policies that are required to provide better management and/or coordination of flood risk information in the county. They could include more geographically specific actions such as a surface water management plan in one of the policy areas to provide more information. Or they could be very localised actions that will provide a specific scheme to manage flooding. At this stage of undertaking local flood risk management our understanding of local flood risk is at a high level and the actions tend to fall into the first two of these categories. As we develop our understanding we hope to plan for more localised schemes to deliver flood management.

The action plan is divided into three tables, Table 9.1, 9.2 and 9.3. Table 9.1 is a list of actions that will be lead by KCC to meet the objectives of the Flood and Water Management Act and the local strategy and have countywide implications, or do not have specific local effects. Table 9.2 is a list of the actions that will be undertaken by KCC to deliver local flood risk actions, in this first local strategy these are largely surface water management plans and other assessments of flood risk. As the surface water management plans and assessments are developed so further actions will be identified and be added to this list.

Table 9.3 provides a summary of the actions that other risk management authorities can undertake within their existing risk management functions to help co-operate with each other and deliver the objectives of the local strategy. KCC will monitor and support the delivery of these actions. Table 9.3 also includes which KCC lead actions (from Tables 9.1 and 9.2) link to the risk management authority measures. These may assist the risk management authorities with the delivery of the actions.

Table 9.1 Countywide flood risk management steps

No.	Action	Local strategy objective	Driver	Responsible body	Supporting bodies	Funding source	Date added	Time frame for delivery	Comments
Actions for KCC to deliver									
C1	Establish register of structures & features	1, 4	Flood & Water Management Act	KCC	All risk management authorities	Defra grant	2013	2014	
C2	Establish a record of flood incidents	1,4	Local strategy	KCC	All risk management authorities	Defra grant	2013	2014	
C3	Develop an integrated drainage asset management strategy	2, 4	Local Strategy	KCC	All risk management authorities	Defra grant	2013	2014	
C4	Establish SuDS approving role	2, 3,4	Flood & Water Management Act	Defra, KCC	All risk management authorities	Defra grant	2013		Dependant on Defra timeframes to be published
C5	Produce SuDS guidance to help integrate it with new developments	2,3	Local strategy	KCC	Planning authorities	Defra grant	2013	Ongoing	
C6	Identify opportunities to retro fit SuDs into existing developments	2	Local strategy	KCC	Planning authorities	Defra grant	2013	Ongoing	
C7	Organise training of call centre staff in risk management authorities to harmonise recording of flood reports to move towards a single point of contact	4,5	Local strategy	KCC	All risk management authorities	Defra grant	2013	2014	
Actions for KCC to co-ordinate with other authorities									
C8	Raise awareness of flood risk and local flooding issues for the public and how they can reduce the risks	1	Local strategy	KCC, EA, SW	All risk management authorities	Defra grant	2013	Ongoing	
C9	Hold workshops with risk management authorities to develop guidance and best practice on how authorities can work together to provide clear information to each other and the public	1,4	Local strategy	KCC, EA	All risk management authorities	Defra grant	2013	2014	
C10	Update Local Multi-Agency Flood Plans with the latest data	5	Local strategy	KCC	Environment Agency	Emerg - ency Planning	2013	Ongoing	
C11	Support and monitor risk management authorities in delivering the local strategy, Flood and Water Management Act 2010 and other flood risk management duties	1, 2, 3, 4, 5	Local strategy	KCC	Planning authorities	Defra grant	2013	On going	

Table 9.2 Local flood risk management steps (to be completed)

No.	Action	Local strategy objective	Driver	Responsible body	Supporting bodies	Funding source	Date added	Time-frame for delivery	Comments
L1	Canterbury City Centre SWMP	1	Canterbury Stage 1 SWMP	KCC	CCC, EA; Southern Water	Defra grant	2013	2014	
L2	Paddock Wood FAS Initial Assessment	1; 2	Paddock Wood SWMP	EA, KCC	TWBC; EA	FDGiA/ Defra grant	2013	2014	
L3	Deal Town FAS	1; 2	Deal SWMP	KCC	DCC; EA; Southern Water	FDGiA/ Defra grant	2013	2014	
L4	Folkestone SWMP	1; 2	Folkestone and Hythe SWMP	EA; KCC	ShDC; EA, Southern Water	Defra grant	2013	2014	
L5	Dartford SWM	1	Thameside SWM	KCC	DBC, EA, Thames Water	Defra grant	2013	2014	
L6	Margate SWMP	1	Thanet SWMP	KCC	TDC, EA, Southern Water	Defra grant	2013	2014	
L7	Ramsgate SWMP	1	Thanet SWMP	KCC	TDC, EA, Southern Water	Defra grant	2013	2014	
L8	Isle of Sheppey pilot asset management plan	1	Swale SWMP	KCC	SBC, EA, Southern Water	Defra grant	2013	2014	

Table 9.3 Measures for all risk management authorities in Kent

no.	Action	Local strategy objective	KCC Linked Measures
R1	Registering flood assets, as defined in Section 5.2	1	C1
R2	Reporting all local flooding incidents they are aware of to Kent County Council	1	C2
R3	Assist with development and implementation of integrated asset management strategy	2, 4	C3
R4	Provide local knowledge to the SAB regarding developments in their area	2,3	C4
R5	Encourage the use of SuDS through policy and use in own projects	3	C5
R6	Take details of all flood events from members of the public and pass them on to the appropriate authority, giving the customer the details of the report that has been logged	4	C8
R7	Provide clear, publicly accessible information about risk management functions, including: <ul style="list-style-type: none"> • the area and features they have responsibility for • schedules for routine maintenance and records of maintenance having been undertaken • plans for improvement works • plans for new flood management measures and • relevant contact detail 	4	C9
R8	Ensure Strategic Flood Risk Assessments consider the impact of new development on the finances of flood defences in light of the new way of allocating grant in aid for flood defences	3	C11
R9	Assist with development and delivery of flood investigations and surface water management plans where appropriate	1	All local measures
R10	Provide flood risk information in a timely manner	1,2,3,4	All local measures

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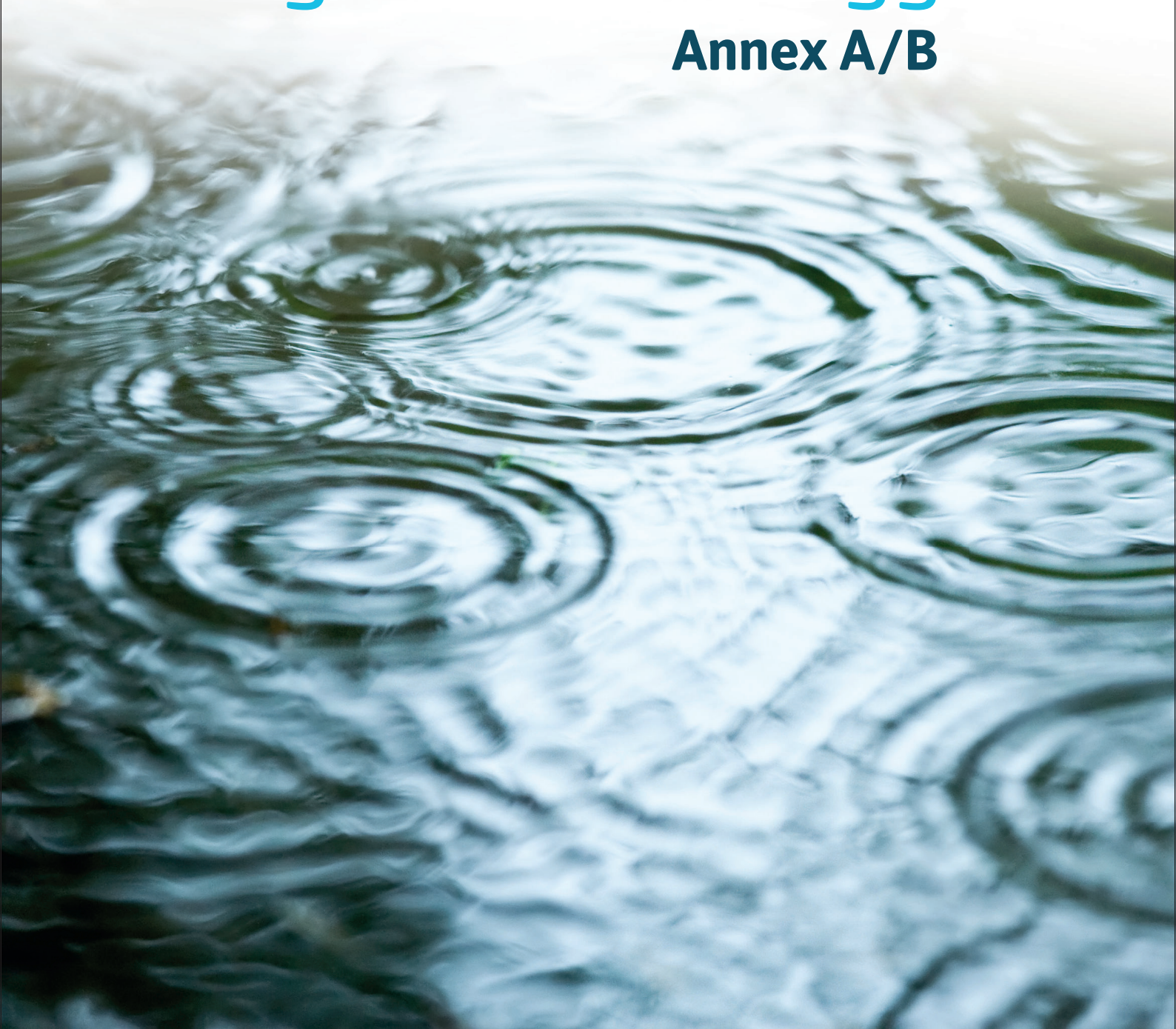
Kent County Council

Local Flood risk management strategy

Kent County Council

Local Flood risk management strategy

Annex A/B



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Annexe A: Powers and duties of flood risk management authorities and other responsible bodies

The Flood and Water Management Act 2010 identifies certain organisations as risk management authorities which have flood risk management powers and duties. These may be new functions from the Act or longstanding functions from previous legislation. This annex is a short summary of most of these powers and duties for the risk management authorities in Kent.

The risk management authorities in Kent are:

- Kent County Council
- district and borough councils
- Highways Agency
- water companies
- Environment Agency
- Internal Drainage Boards

All of these risk management authorities have the following powers and duties:

- duty to be subject to scrutiny by the lead local flood authorities' democratic processes
- duty to co-operate with other risk management authorities in the exercise of their flood and coastal erosion risk management functions
- power to take on flood and coastal erosion functions from another risk management authority when agreed by both sides
- duty to act consistently with the National Flood and Coastal Erosion Risk Management Strategy and the Local Flood Risk Management Strategy

The powers and duties of land owners are also included in this annex. Land owners are not risk management authorities but they do have responsibilities for any watercourses on their land.

Powers and responsibilities of Kent County Council

Kent County Council has a range of flood risk management functions, including:

- Lead Local Flood Authority
- Highways Authority
- Strategic Planning Authority
- Powers to designate structures and features
- Emergency Planning

Lead Local Flood Authority

The Flood and Water Management Act 2010 identified Kent County Council (KCC) as the Lead Local Flood Authority for the administrative county of Kent. This gives KCC a strategic role in overseeing the management of local flood risk. The role involves developing this Local Flood Risk Management Strategy and ensuring that all organisations involved in flood risk management are aware of their responsibilities.

The other powers and duties of KCC as lead local flood authority are given in Section 5 of this strategy. They include:

- A duty to maintain a register and record of structures and features
- A duty to undertake flood investigations
- Powers for the regulation of ordinary watercourses
- Drainage approval and adoption of SuDS (once commenced)

Meeting the Flood Risk Regulations (2009)

This requires all Lead Local Flood Authorities to produce a Preliminary Flood Risk Assessment of local flooding for their administrative area every five years. KCC produced the first Preliminary Flood Risk Assessment for Kent in 2010, the next one will be completed in 2015.

Highways authority

KCC is the Highways Authority for all public highways in Kent apart from those managed by the Highways Agency. Highways Authorities are risk management authorities in their own right according to the Flood and Water Management Act and must adhere to all the responsibilities of risk management authorities.

Under the Highways Act, the Highway Authority has a duty to maintain the highway, i.e. ensuring that highway drainage systems are clear and that blockages are removed, where reasonably practicable.

The Highway Authority can deliver works that they consider necessary to protect the highway from flooding. These can be on the highway or on land which has been acquired by the highway authority.

Planning authority

KCC's responsibilities as a planning authority are similar to district and borough councils planning functions, albeit restricted to strategic county matters, that is Minerals & Waste related developments and the determination of county council planning applications.

Designating structures and features

KCC has powers to designate structures and features if they are considered to affect flooding for which we have other powers and duties. These may include (but are not restricted to) things such as embankments and walls. The powers are designed to overcome the risk of a person damaging or removing a structure or feature that is on private land and which is relied on for flood or coastal erosion risk management.

Emergency planning

KCC is a Category 1 responder under the Civil Contingencies Act 2004. This gives us a responsibility for planning for and responding to emergency events, including flooding events.

KCC works with partners in the county to develop various flood response plans.

Powers and duties of district and borough councils

District and borough councils have functions that are important for flood risk management. These include:

- functions under the Land Drainage Act 1991
- planning authority
- maintenance of public spaces
- coastal erosion risk management authority
- emergency planning

Land drainage

District and borough councils have the powers under the Land Drainage Act 1991 to carry out flood risk management work provided that it is consistent with the local flood risk management strategy and is either to manage flood risk from an ordinary watercourse or to maintain or operate existing works to deal with flood risk from the sea. They also have a responsibility to advise the Lead Local Flood Authority on any land drainage consent applications in their areas.

District and borough councils also have the responsibilities of a riparian owner for any land they own and as such should maintain all ordinary watercourses and assets in their ownership.

District and borough authorities have powers to designate structures and features if they are considered to affect flooding for which they have powers and duties, for instance ordinary watercourses or coastal flooding. These may include (but are not restricted to) things such as embankments and walls. The powers are designed to overcome the risk of a person damaging or removing a structure or feature that is on private land but which is relied on for flood or coastal erosion risk management beyond that site.

Planning authority

District and borough authorities planning functions affect Flood Risk Management in four key ways:

- considering flooding concerns in developing local plans
- working with the SuDS Approval Body in ensuring that planning applications and drainage applications are complementary
- considering flood risk assessments submitted in support of applications on which the Environment Agency does not require to be consulted
- developing proactive strategies to mitigate and adapt to climate change which take full account of flood risk

Maintenance of public spaces

District and borough councils maintain some parks and public spaces within their administrative area. Good maintenance practices can help to reduce flood risk. For new public spaces which are under the control of a management company, these activities should be included in the management contract.

Coastal erosion risk management authority

Coastal erosion risk management authorities are identified by the act as those districts or unitary councils that have a coastal erosion risk management function. The responsibilities of such authorities include:

- working alongside the Environment Agency to develop and maintain coastal flood and erosion risk information in order to deliver effective coastal erosion risk management activities
- maintain a register of assets and other features that help to manage coastal risks.
- Implement, manage, maintain and monitor shoreline management plans to understand and manage coastal flood and erosion risks
- assist communities in planning for the future and taking appropriate steps to adapt to changing flood and coastal erosion risks

Emergency planning

District and borough councils are Category 1 responders to emergencies and members of the Kent Resilience Forum. This means that they have duties to respond to emergencies, including flooding and to help after an emergency.

Powers and duties of the Environment Agency

The Environment Agency has a national strategic role as well as local operational roles for flood risk management.

National strategic overview

The Environment Agency is required to publish a National Flood Risk Management Strategy which seeks to provide a clear national framework for all forms of flood and coastal erosion risk management. As with the local strategy, the National Strategy defines the roles and responsibilities of risk management authorities and sets objectives for flood risk management nationally.

The National Strategy identifies the following actions for the Environment Agency:

- use strategic plans like the Catchment Flood Management Plans and the Shoreline Management Plans to set the direction for flood risk management
- support the creation of flood risk regulations by collating and reviewing the assessments, plans and maps that Lead Local Flood Authorities produce
- providing the data, information and tools to inform government policy and aid risk management authorities in delivering their responsibilities
- support collaboration, knowledge-building and sharing of good practice including provision of capacity-building schemes
- manage the regional flood and coastal committees and support their decisions in allocating funding for flood defence and flood resilience schemes
- report and monitor on flood and coastal erosion risk management
- provide grants to risk management authorities to support the implementation of their incidental flooding or environmental powers.

Managing flood risk from main rivers, reservoirs and the sea

The Environment Agency has permissive powers to carry out works on Main Rivers although the overall responsibility for maintenance of Main Rivers lies with the riparian owner.

The Environment Agency can bring forward flood defence schemes through the Regional Flood and Coastal Committee, and it will work with lead local flood authorities and local communities to shape schemes which respond to local priorities.

The Environment Agency has a regulatory role with regard to consenting works carried out by others in, under, over or within nine metres of a main river or within nine metres of a main river flood defence to ensure that those works do not adversely affect the operation of the drainage system or cause unnecessary environmental damage.

It has also produced statutory byelaws which apply to operations in and around the main river. The Environment Agency enforces the Reservoirs Act 1975 and is responsible as the Enforcement Authority in England and Wales for reservoirs that are greater than 10,000m³. Therefore, the Environment Agency is responsible for ensuring flood plans are produced for specified reservoirs and establishing and maintaining a register of reservoirs. Responsibility for carrying out work to manage reservoir safety lies with the reservoir owner/operator.

The Environment Agency is the lead organisation responsible for all flood and erosion risk management around the coastline of England, including tidal flood risk. The Environment Agency is developing a coastal management plan with partner organisations that works at local, regional and national level. The Environment Agency supports this by giving Grant-in-Aid funding for coastal defence schemes and overseeing the work carried out.

The Environment Agency also has a regulatory role with regard to consenting works carried out by others, on or in the immediate vicinity of coastal flood defences and has produced statutory byelaws specifying the range of operations that are precluded from occurring or that require the Environment Agency's formal consent.

Coastal erosion risk management authority

The Environment Agency is a coastal erosion risk management authority with the power to protect land against coastal erosion and to control third party activities on the coast. The Environment Agency liaises with district and borough authorities with coastal erosion risk management functions to deliver effective coastal erosion risk management.

Planning guidance

The Environment Agency in England is a statutory consultee for all planning applications in areas where there is a risk of flooding and for any site greater than one hectare in size. Local Planning Authorities must consult the Environment Agency before making any significant decisions on new development in flood risk areas. The Environment Agency will provide advice on flood risk and help the local planning authority to technically interpret developer's flood risk assessments that have been submitted as part of the evidence base in support of a planning application.

Emergency planning

The Environment Agency contributes to the development of local multi-agency flood plans, which have been developed by the Kent Resilience Forum to help the organisations involved in responding to a flood. They also work with the Met Office to provide forecasts of flooding from rivers and the sea in England as they have a duty to communicate flood warnings to the public, the media and to professional partner organisations. The Environment Agency and other asset operating authorities also have a role in proactive operational management of their assets and systems to reduce risk during a flood incident.

Powers and duties of Internal Drainage Boards

There are four independent Internal Drainage Boards (River Stour, Romney Marshes Area, Upper Medway and Lower Medway) and two Environment Agency administered Internal Drainage boards (East and West Gravesend) covering areas of special drainage need in Kent.

Internal Drainage Boards are the operating drainage authority within these drainage districts and undertake routine maintenance of adopted ordinary watercourses, pumping stations, and other critical water control infrastructure under permissive powers, the overall responsibility for maintenance being with the riparian owner.

As risk management authorities, internal drainage boards have the following powers and responsibilities for flood risk management within their administrative boundaries:

Development control

Internal drainage boards have consenting and enforcement powers for works carried out by others in or adjacent to ordinary watercourses within their operational district. This is done by reasonable application of the board's byelaws and the Land Drainage Act 1991, to ensure that any development has regard to secure the efficient working of the drainage system now and in the future and does not cause unnecessary adverse environmental impact as a consequence, including increased risk of flooding.

Planning guidance

Internal Drainage Boards have a responsibility to provide comments to local planning authorities on developments in their district when requested and to make recommendations on measures required to manage flood risk.

Designating structures and features

Internal Drainage Boards have powers to designate structures and features if they are considered to affect flooding for which we have other powers and duties. These may include (but are not restricted to) things such as embankments and walls. The powers are designed to overcome the risk of a person damaging or removing a structure or feature that is on private land and which is relied on for flood or coastal erosion risk management.

Emergency planning

Internal Drainage Boards contribute to the development of local multi-agency flood plans, which have been developed by the Kent Resilience Forum to help the organisations involved in responding to a flood.

Powers and duties of the Highways Agency

The Highways Agency is an Executive Agency of the Department for Transport and is responsible for operating, maintaining and improving the strategic road network in England on behalf of the Secretary of State for Transport. It acts as the Highways Authority for seven major highways in Kent: M25, M26, M20, M2, A2, A20 and A21.

As a Highways Authority, the Highways Agency has the same obligation to co-operate on flood risk issues as the other risk management authorities. It also has the following responsibilities under other legislation:

Highways maintenance

Under the Highways Act, the Highway Authority has a duty to maintain the highway, i.e. ensuring that highway drainage systems are clear and that blockages are removed, where reasonably practical.

Delivery of works

The Highway Authority can deliver works that they consider necessary to protect the highway from flooding. These can be on the highway or on land which has been acquired by the highway authority.

Powers and duties of water companies

There are two types of water companies serving Kent. South East Water and Veolia Water (South East) are water supply companies only. Southern Water and Thames Water are provide both water supply and wastewater services, although not all there customers receive both services from them.

Water supply companies

Water supply companies are not risk management authorities and do not have the same obligations to co-operate and be subject to scrutiny by Lead Local Flood Authority committees. However, they will be required to provide information related to flood risk to Kent County Council and the Environment Agency.

They will also be affected by the change to the Reservoirs Act 1975 which has been amended to state that all undertakers with reservoirs over 10,000 m³ must register their reservoirs with the Environment Agency as they are subject to regulation. Reservoir undertakers must prepare a reservoir flood plan and all incidents at reservoirs must be reported.

Sewerage undertakers

Sewerage undertakers are considered a risk management authority and therefore have the following flood risk management functions:

Sewerage undertakers

Sewerage undertakers are considered a risk management authority and therefore have the following flood risk management functions:

- to respond to flooding incidents involving their assets
- to maintain a register of properties at risk of flooding due to a hydraulic overload in the sewerage network;
- to undertake capacity improvements to alleviate sewer flooding problems
- to provide, maintain and operate systems of public sewers and works for the purpose of effectually draining their operative area
- to co-operate with other relevant authorities in the exercise of their flood and coastal erosion risk management functions
- to have a regard to national and local flood and coastal erosion risk management strategies

Powers and duties of land owners

It is the responsibility of land owners to look after their land in order to protect it from flooding. Therefore, land owners should seek to:

- check whether their land is at risk from flooding
- ensure that preparations have been made for a flood event
- ensure that any property on their land is protected from flooding, either through permanent measures or temporary measures
- make sure that any property on their land is resilient to flooding so that if a flood event does occur the damage is minimised

Information on whether land is at risk from coastal or fluvial flooding is provided by the Environment Agency, which can be found at www.environment-agency.gov.uk/flood. The Environment Agency can provide advice on what to do to prepare a household for emergencies. This includes how to make a flood plan which will help land owners decide what practical actions to take before and after a flood.

Kent County Council is gathering information on land at risk from local flooding sources. This information can be found within the Preliminary Flood Risk Assessment and relevant Surface Water Management Plans, which can be downloaded from www.kent.gov.uk/flooding.

The Environment Agency can also provide information and advice on property level flood defences (permanent or temporary) and how to make properties more resilient to flooding.

Riparian owners

Land owners who own land adjacent to a river, stream or channel are likely to be riparian owners with responsibilities under the Flood and Water Management Act 2010. If a property is bordered by a river or stream then it is likely that the land owner is also the riparian owner and therefore owns the land up to the centre of the watercourse. Land registry details should confirm this but it may need to be discussed with the local authority to ensure it matches their details.

Riparian owners have a right to protect property on their land from flooding and erosion. They also have responsibility for maintaining the bed and banks of the watercourse and ensuring there is no obstruction, diversion or pollution to the flow of the watercourse.

Reservoirs

Under the Flood and Water Management Act 2010 the Reservoirs Act 1975 has been updated to reflect a more risk-based approach to reservoir regulation. As a result, the capacity at which a reservoir will be regulated will be reduced from 25,000m³ to 10,000m³. This will require all undertakers with reservoirs over 10,000m³ to register their reservoirs with the Environment Agency. This ensures that only those reservoirs assessed as high risk are subject to full regulation requiring all incidents at reservoirs to be reported. Therefore, land owners with regulated reservoirs on their land will be responsible for carrying out regular maintenance and works to manage reservoir safety.

Annex B: Development of local flood policies

Local flood policy areas

In order to provide a simple overview of the local flood risks in Kent and where resources will be focus through this local strategy the county has been divided in to local flood policy areas.

At this stage of undertaking our responsibilities for local flood risk management there is only a limited amount of data available to assess risk, therefore the county has been divided into areas where there is similar local flood potential. This has been based on simple geographical characteristics that indicate a similar risk of local flooding and known history of local flooding.

There are three different areas: the first group are urban areas, the large towns in Kent, where there is a concentration of impermeable surfaces. There is no specific size limit that has been applied to distinguish a large town from the rest, in some cases a known flood history has been used to demarcate a town where other towns of a similar size are not demarcated. As more flood history is gathered other towns may be demarcated separately. Similarly areas with a concentration of small or medium sized towns that have a similar risk may be grouped together.

The other two groups come from the rest of Kent, predominately the rural areas. The rural areas have been split into two groups: areas with a predominance of chalk soils and areas with other soil types. Chalk has a high permeability and consequently there is low runoff and few watercourses, therefore there is a low likelihood of flooding directly from rainfall, though there is an increased potential for groundwater flooding, as chalk formations are significant aquifers.

The non-chalk rural areas are not geographically homogenous, they vary from the sandstone of the High Weald to the clays of the Low Weald, the permeability and concentration of watercourses varies, and consequently they do not necessarily have similar flood potential. Each is assigned a policy according to the potential for local flooding within it.

These policy areas are not fixed, as new information about local flooding becomes available they will be reviewed and where appropriate they will be changed to allow the most appropriate policies to be applied.

The policy areas for Kent are shown in Figure 3.

Local flood policies

Each of the local flood risk policy areas has been given a local flood risk management policy. The policies that we have applied are summarised below (they can be found in Section 5.7 of the Local Strategy).

Local flood risk management policies

Areas with complex local flood problems

The flood risks in these areas will be investigated as a priority. An action plan of feasible options to manage the identified risks will be developed and the relevant risk management authorities will deliver them.

Areas with moderate local flood problems

These areas may not need an in depth assessment of the risks and may be dealt with by ensuring the relevant risk management authorities work together effectively to investigate the problems, although in some instances they may be necessary.

Areas with low local flood risk which are being managed effectively

Flooding in these areas will be monitored and problems will be dealt with reactively by the appropriate risk management authority.

Data gathered on local flood risks has been used to determine the local flood policies. Most of this data has been gathered from surface water management plans that we have undertaken. Some has been gathered from local risk management practitioners.

Areas considered to be at highest risk of local flooding are, or have been the subject of in depth surface water management plans. These are in areas where there is a clear history of local flooding. These areas are:

- Dover
- Paddock Wood
- Folkestone
- Whitstable
- Deal

Other areas in the county have been the subject of Stage 1 surface water management plans. These plans are strategic in scope generally covering a larger area than the in depth surface water management plans above. They are intended to determine the scale of risk and whether further, more in depth plans are needed. This strategic scope is a reflection of the uncertainty of local flood risk for these areas and whether an in depth surface water management plan is appropriate.

These areas are:

- Ashford Borough
- Kent Thameside (comprising Dartford and Gravesham Boroughs)
- Swale Borough
- Maidstone Borough
- Tonbridge and Malling Borough
- Tunbridge Wells Borough
- Sevenoaks District
- Folkestone and Hythe
- Canterbury City (the whole district)
- Thanet Distric

Some areas have not been covered by a surface water management plan. This is either because they are considered low risk areas as they may have a low susceptibility to local flooding, for instance the north downs, or local flood risks are currently being managed effectively, for instance the Romney Marshes or because in depth work in these areas is due to commence soon, for instance the Nailbourne and Little Stour valley.

Table B1 summarises the local flood risk policies for each policy area and the evidence that has been used to determine that policy.

Table B1 Local flood risk policy evidence

Policy Area	Policy	Description	Reasons
Ashford Rural Mid	3	A rural area in clay of the Low Weald with a number of small towns	The Ashford Stage 1 SWMP does not indicate any significant risks that need further investigation
Ashford Rural North	3	A predominantly rural area in the chalk of the north downs	A low susceptibility to local flooding due to the chalk. The Ashford Stage 1 SWMP does not indicate any significant risks that need further investigation
Ashford Rural South	3	A predominantly rural area that straddles the High Weald in the south and Low Weald in the centre-west	The Ashford Stage 1 SWMP does not indicate any significant risks that need further investigation
Ashford Town	3	An urban area with ageing drainage	The Ashford Stage 1 SWMP does not indicate any significant risks that need further investigation
Broadstairs Town	3	An urban area on the Thanet coast	The Thanet Stage 1 SWMP did not show any significant risks
Canterbury City	2	An urban area with ageing drainage	The Canterbury Stage 1 SWMP has shown that there is a susceptibility to local flooding in Canterbury City, however there is no history of local flooding. A small scale investigation should be undertaken to understand the potential for local flooding in the city centre
Canterbury Rural North	3	A predominantly rural area in the coastal deposits of north Kent	The Canterbury Stage 1 SWMP did not show any significant risks
Canterbury Rural South	3	A predominantly rural area in the chalk of the north downs	The Canterbury Stage 1 SWMP has highlighted some issues with ephemeral streams that need further investigation
Dartford Rural	3	A predominantly rural area in the chalk of the north downs	The Thameside Stage1 SWMP does not indicate any significant risks that need further investigation
Dartford Town	1	An urban area on the Thames Estuary	The Thameside Stage1 SWMP shows a number of issues that need further investigation
Deal and Walmer Towns	1	A predominantly urban area with ageing drainage infrastructure.	Deal SWMP currently ongoing to investigate a number of issues
Dover Rural North	3	A predominantly rural area in the tidal deposits and sands of north Kent	The area does appear to have some susceptibility to local flooding, but the network of ordinary watercourses is well managed by the River Stour Internal Drainage Board. Therefore this area is not considered to be at risk of local flooding or need investigation
Dover Rural South	3	A predominantly rural area in the chalk of the north downs	A low susceptibility to local flooding due to the chalk

Table B1 continued

Policy Area	Policy	Description	Reasons
Dover Town	1	An urban area with a small river that has limited capacity	The Dover SWMP shows a number of issues that need further investigation
Edenbridge	2	A town and surrounding rural area on the weald clay	The Sevenoaks Stage 1 SWMP indicates some local flooding risks that require further investigation
Faversham Town	2	An urban area on the chalk and sand deposits of north Kent with a tidal creek	The Swale Stage 1 SWMP shows some localised issues that need further investigation
Folkestone Town	1	An urban area with a small river that has limited capacity	The Folkestone and Hythe SWMP has shown a number of issues that need further investigation
Gravesend Town	2	An urban area on the Thames Estuary	The Thameside Stage 1 SWMP indicates some local flooding risks that require further investigation
Gravesham Rural	3	A predominantly rural area in the chalk of the north downs	The Thameside Stage1 SWMP did not show any significant risks that need further investigation
Hamstreet	2	A small rural settlement on a steep escarpment on the edge of the Romney Marsh	The Ashford Stage 1 SWMP indicates some local flooding risks that require further investigation
Herne Bay Town	3	A predominantly urban area with reasonable drainage capacity	The Canterbury Stage1 SWMP does not indicate any significant risks that need further investigation
Hythe Town	2	A predominantly urban area on the south coast of Kent	The Folkestone and Hythe SWMP indicates some local flooding risks that require further investigation
Isle of Sheppey	1	An area with mixed urban and rural character	The Swale Stage 1 SWMP shown a number of issues that need further investigation
Maidstone Rural Mid	2	A rural area with a number of small towns along the River Len	The Maidstone Stage 1 SWMP indicates some local flooding risks that require further investigation
Maidstone Rural North	3	A predominantly rural area in the chalk of the north downs	A low susceptibility to local flooding due to the chalk. The Maidstone Stage 1 SWMP does not indicate any significant local flood risks that need further investigation
Maidstone Rural Southeast	3	A rural area in clay of the Low Weald with a number of small towns	The Maidstone Stage 1 SWMP indicates that there are some potentially significant local flood risks that need further investigation
Maidstone Rural Southwest	3	A predominantly rural area in clay of the Low Weald	There are many significant flood risks in this area, but they are predominantly from the main river. The Maidstone Stage 1 SWMP does not indicate any significant local flood risks that need further investigation

Table B1 continued

Policy Area	Policy	Description	Reasons
Maidstone Town	3	An urban area with a large river running through it	The Maidstone and Malling Stage 1 SWMP does not indicate any significant risks that need further investigation
Malling Towns	3	A mixed urban and rural area	The Maidstone and Malling Stage 1 SWMP does not indicate any significant risks that need further investigation
Margate and Birchington Towns	1	An urban area on the Thanet coast	The Thanet Stage 1 SWMP has shown a number of issues that need further investigation
Nailbourne and Little Stour Valley North	2	The valley of an ephemeral river in the north downs that has a history of flowing when groundwater levels are high	There ongoing issues with groundwater levels effecting villages along the valley. A multiagency approach is required to deliver the necessary solutions
Nailbourne and Little Stour Valley South	2	The valley of an ephemeral river in the north downs that has a history of flowing when groundwater levels are high	There ongoing issues with groundwater levels effecting villages along the valley. A multiagency approach is required to deliver the necessary solutions
Paddock Wood Town	1	A predominantly urban area with a culverted watercourse with little capacity	The Paddock Wood SWMP has shown a number of issues that need further investigation
Ramsgate Town	1	An urban area on the Thanet coast	The Thanet Stage 1 SWMP has shown a number of issues that need further investigation
Sevenoaks Rural North	3	A predominantly rural area in the chalk of the north downs	The Sevenoaks Stage 1 SWMP does not indicate any significant risks that need further investigation
Sevenoaks Rural South	3	A predominantly rural area that straddles the High Weald in the south and Low Weald in the centre	The Sevenoaks Stage 1 SWMP does not indicate any significant risks that need further investigation
Sevenoaks Town	3	An urban area with ageing drainage	The Sevenoaks Stage 1 SWMP does not indicate any significant risks that need further investigation
Shepway Rural North	3	A predominantly rural area in the chalk of the north downs	A low susceptibility to local flooding due to the chalk. Outside the Nailbourne valley there are few reports of local flooding risks
Shepway Rural South	3	A predominantly rural area in the Romney Marshes	The area does appear to have some susceptibility to local flooding, but the network of ordinary watercourses is well managed by the Romney Marshes Area Internal Drainage Board. Therefore this area is not considered to be at risk of local flooding or need investigation

Table B1 continued

Policy Area	Policy	Description	Reasons
Sittingbourne Town	2	An urban area on the chalk and sand deposits of north Kent with a tidal creek	The Swale Stage 1 SWMP shows some localised issues that need further investigation
Swale Rural North	3	A predominantly rural area on the chalk, sand and alluvium deposits of north Kent	The Swale Stage 1 SWMP does not indicate any significant risks that need further investigation
Swale Rural South	3	A predominantly rural area in the chalk of the north downs	The Swale Stage 1 SWMP does not indicate any significant risks that need further investigation
Swanley and Hextable Towns	2	An urban area on the chalk of the North Downs	The Thameside Stage 1 SWMP shows some localised issues that need further investigation
Thanet Rural	3	An urban area on the chalk of the Thanet peninsula	The Thanet Stage 1 SWMP does not indicate any significant risks that need further investigation
Tonbridge and Malling Rural North	3	A predominantly rural area in the chalk of the north downs	The Tonbridge and Malling Stage 1 SWMP does not indicate any significant risks that need further investigation
Tonbridge and Malling Rural South	3	A predominantly rural area in clay of the Low Weald	The Tonbridge and Malling Stage 1 SWMP does not indicate any significant risks that need further investigation
Tonbridge Town	3	An urban area with a large river running through it	The Tonbridge and Malling Stage 1 SWMP does not indicate any significant risks that need further investigation
Tunbridge Wells Rural	3	A predominantly rural area that straddles the High Weald in the south and Low Weald in the north	The Tunbridge Wells Stage 1 SWMP does not indicate any significant risks that need further investigation
Tunbridge Wells Town	3	An urban area within the high weald	The Tunbridge Wells Stage 1 SWMP does not indicate any significant risks that need further investigation
Whitstable Town	1	An urban area with a culverted watercourse that has little capacity	The Canterbury Stage 1 SWMP has shown a number of potentially significant issues that need further investigation

Kent County Council

Local Flood risk management strategy

Annex A/B

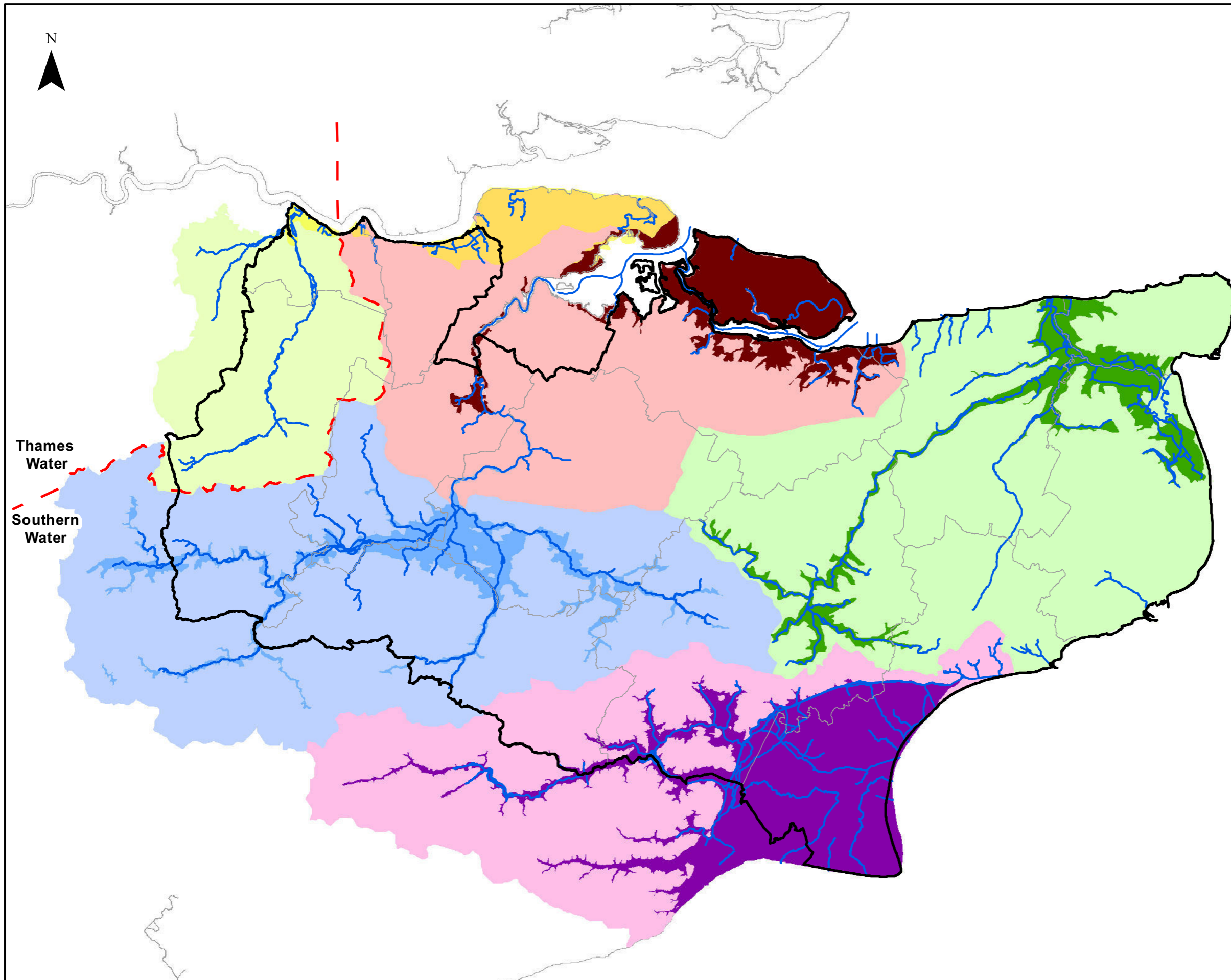
Kent County Council

Local flood risk management strategy

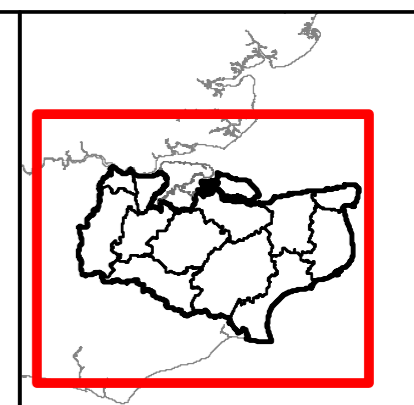
Figures 1 to 4



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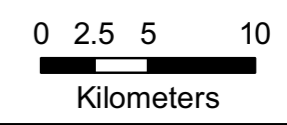
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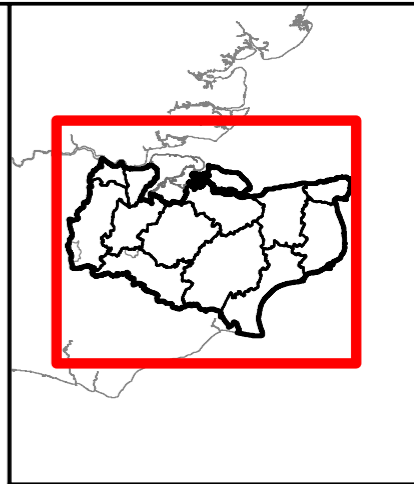
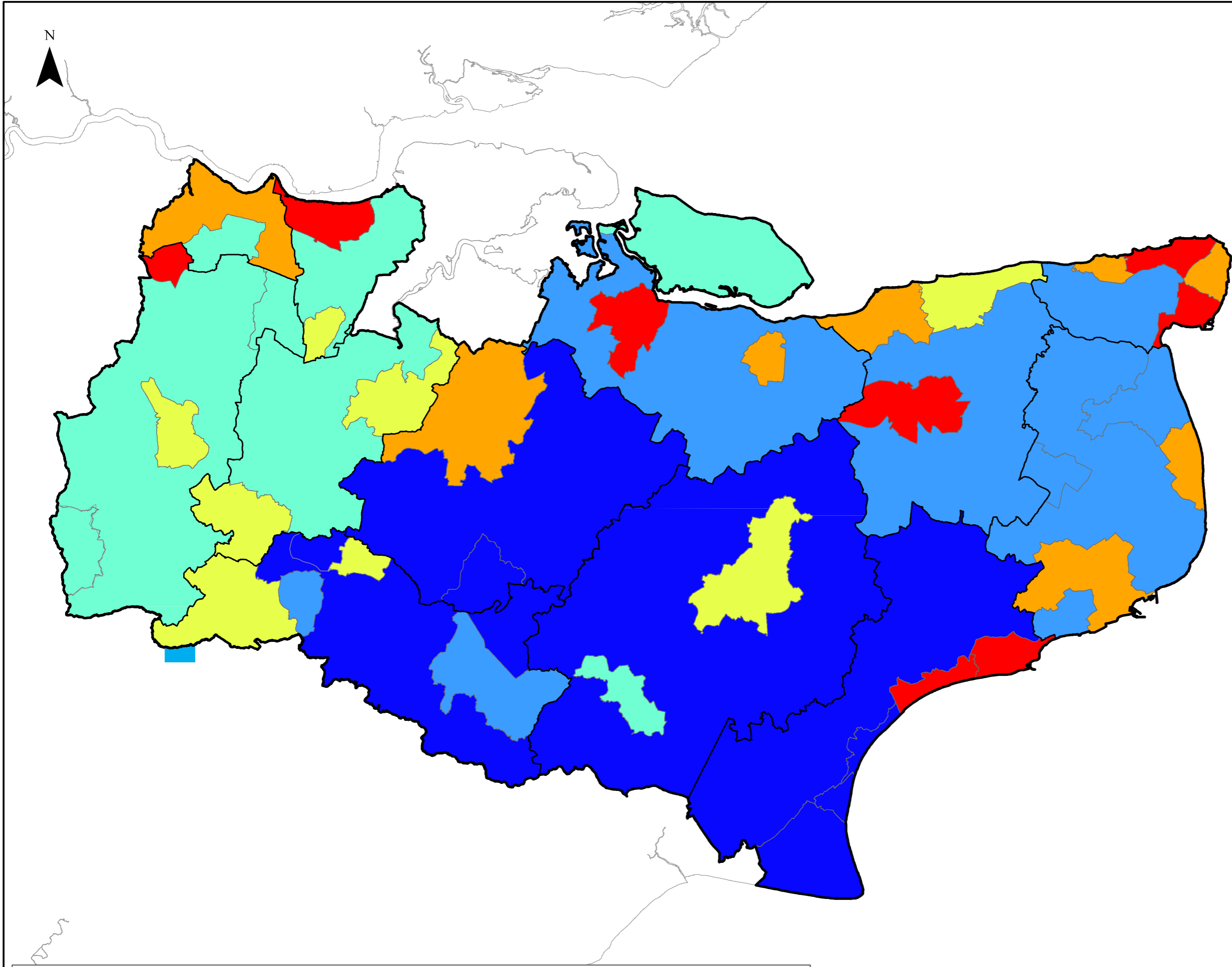
- Legend**
- Sewerage Undertaker
 - EA Main River
 - Kent Internal Drainage Boards**
 - Lower Medway IDB
 - Upper Medway IDB
 - River Stour IDB
 - Romney Marsh IDB
 - Gravesend IDBs (EA)
 - River Catchments**
 - Darent
 - Upper Medway
 - Lower Medway
 - River Stour
 - Romney Marshes
 - Local Authorities**
 - Kent County Council
 - District Authorities

Drawing Title:
Kent Flood Risk Management Authorities

Drawing Number:
Figure 1



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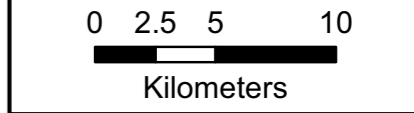
Legend

Dwellings predicted to be flooded by 1 in 200 year rain storm event
Flooded dwellings per sq. km

Dark Blue	0 - 4
Light Blue	5 - 7
Cyan	8 - 21
Yellow	22 - 50
Orange	51 - 83
Red	84 - 210

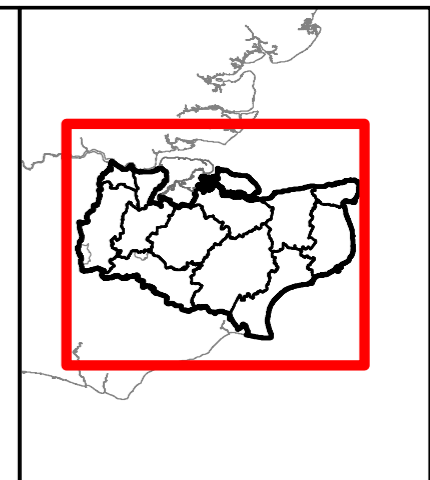
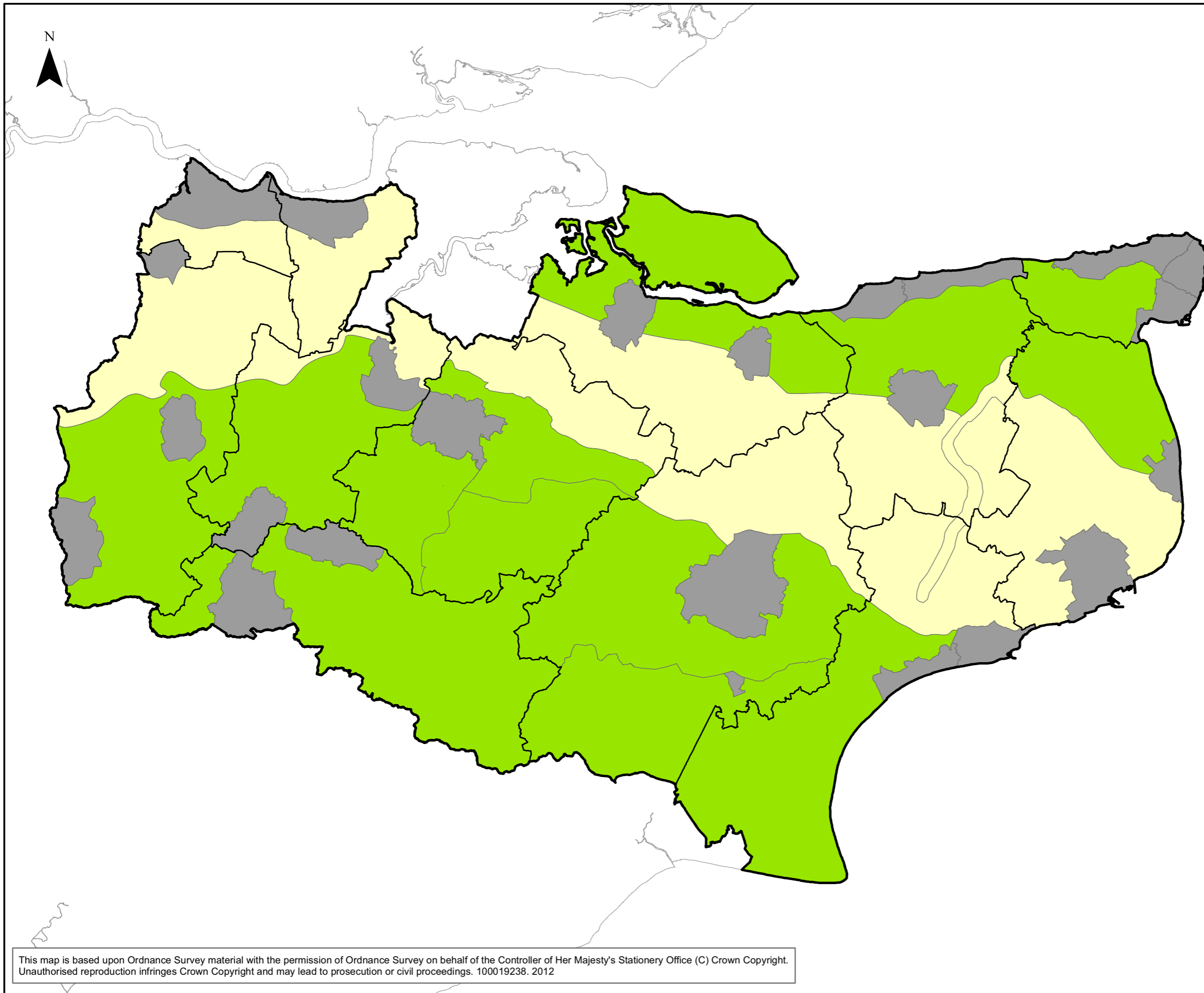
Drawing Title:
Surface Water Flood Risk to Settlements

Drawing Number:
Figure 2






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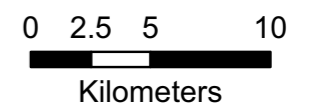


Legend

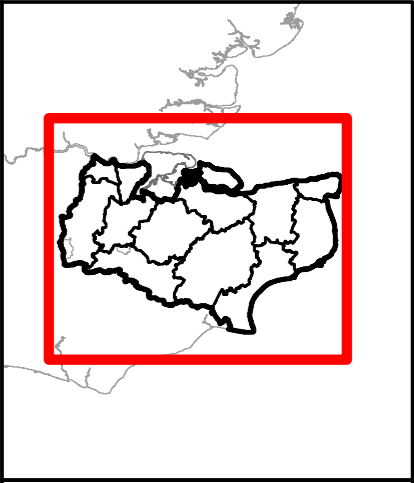
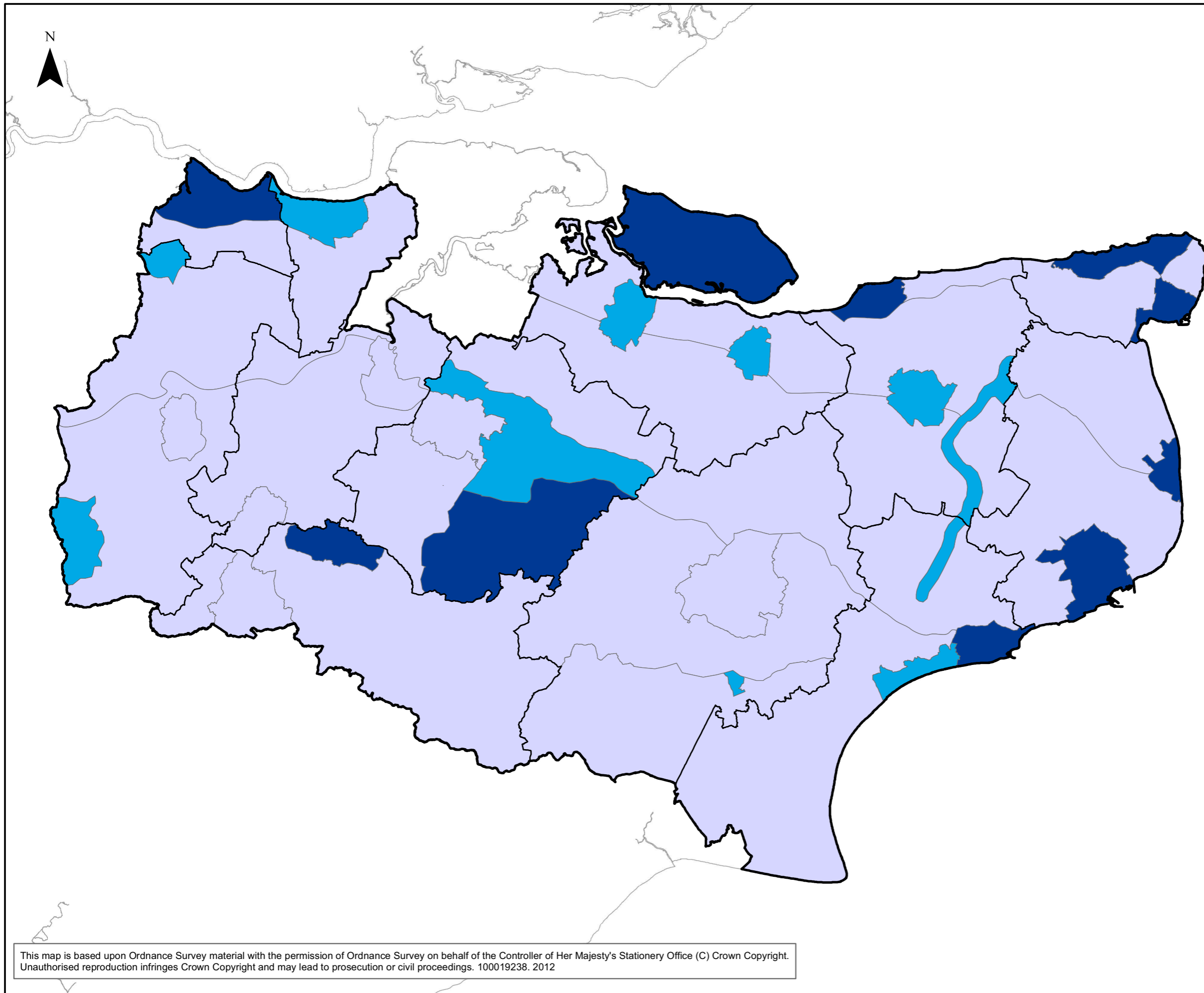
-  Rural - Not Chalk
-  Rural - Chalk
-  Urban

Drawing Title:
Local Flood Risk
Management - Policy Areas

Drawing Number:
Figure 3



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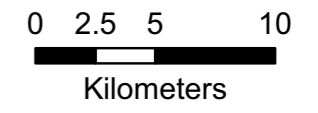
Legend

Policies

- Policy 1
Complex Flood Risk
- Policy 2
Moderate Flood Risk
- Policy 3
Low Flood Risk

Drawing Title:
Local Flood Risk
Management Policies

Drawing Number:
Figure 4



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By: Paul Carter - Leader and Cabinet Member for Business
Strategy, Audit & Transformation
David Cockburn – Corporate Director Business Strategy and
Support

To: Cabinet – 17 June 2013

Subject: Quarterly Performance Report, Quarter 4 2012/13

Classification: Unrestricted

Summary

The purpose of the Quarterly Performance Report is to inform Cabinet about key areas of performance for the authority.

Cabinet is asked to NOTE the Quarter 4, 2012/13 Performance Report.

Introduction

1. The KCC Quarterly Performance Report for Quarter 4 2012/13 is attached at Appendix 1.
2. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.
3. The QPR includes thirty Key Performance Indicators (KPIs) where results have been assessed against Targets set out in Divisional Business Plans at the start of the year.
4. Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status. The status for each KPI is allocated as follows:
 - Green – Target achieved or exceeded
 - Amber – Results at acceptable level
 - Red – Results below pre-defined Floor Standard.
5. The council set challenging targets for the year and many of the Targets set represented significant improvement on previous year results.
6. The QPR also includes a range of other essential management information including:
 - A selection of Lead Indicators, which track service demand and activity levels,
 - Programme Updates,
 - Risk Management updates,
 - Staffing information.

Quarter 4 Performance Report

7. An executive summary of results against Target for Key Performance Indicators (KPI) is provided on pages 4 to 8 of Appendix 1. Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.
8. The council set challenging targets for the year and many of the Targets set represented significant improvement on previous year results.
9. Good progress has been made against the majority of indicators during the year with results improving compared to the previous year.
10. Of the 30 Key Performance Indicators included in the report, the RAG status are as follows:
 - 14 (47%) Green - challenging targets achieved or exceeded.
 - 11 (37%) Amber – acceptable results, with most indicators in this category showing significant improvement.
 - 5 (16%) Red - performance below pre-defined Floor Standards, although some of these KPIs also showed good improvement.
11. The council set challenging targets at the start of the year within Divisional Business Plans. Significant improvement was delivered in the year for most indicators.
12. Clear actions are in place to improve performance where indicators have a Red status.

Recommendations

6. Members are asked to NOTE this report.

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Kent County Council

Quarterly Performance Report

Quarter 4, 2012/13

Produced by: KCC Business Intelligence
E-mail: performance@kent.gov.uk
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Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter 4 of financial year 2012/13.

Within this report you will find information on our Key Performance Indicators (KPIs) and Lead Indicators as well as a range of other essential management information. The Key Performance Indicators represent some of our top priority areas and targets for improvement. The Lead Indicators represent demand and activity levels we need to manage, and also some of the challenges placed upon us by the external environment we operate in.

The selection of Key Performance Indicators included in this report are refreshed for each financial year. The refresh ensures the report reflects new business plan targets for the year and keeps the selection of indicators up-to-date and relevant. We also deliberately included indicators where we have challenging targets to deliver, for example this year there was a strong focus on challenging targets for Children's Social Services, where we know we still have a lot more to do to deliver the improvement in services that the required.

The Council is committed to delivering its strategic objectives as outlined in our medium term plan **Bold Steps for Kent** and the suite of underlying strategies underpinning our Framework for Regeneration, 'Unlocking Kent's Potential'.

At the heart of Bold Steps for Kent are our three ambitions:

- To Help the Economy Grow
- To Tackle Disadvantage
- To Put the Citizen In Control

We are working in very challenging times, with significantly less funding from central government and increased demand for services. The need for a new approach to public services has never been more urgent given the pressures on public finance and the changes in the way that people want their services to be delivered. KCC must radically rethink its approach to the design and delivery of services whilst ensuring Kent remains one of the most attractive places to live and work. Our Bold Steps priorities will help us achieve this.

We hope you find this report useful and we welcome any feedback on how we can improve it.

Key to KPI Ratings used

GREEN	Target has been achieved or exceeded
AMBER	Performance at acceptable level
RED	Performance is below a pre-defined Floor Standard *
↑	Performance has improved relative to targets set
↓	Performance has worsened relative to targets set
↔	Performance has remained the same relative to targets set

* Floor Standards are set within our Annual Business Plans and represent the expected minimum level of acceptable performance.

A Green rating implies excellent delivery of improvement with the challenging Business Plan Target met.

Amber ratings mean acceptable levels of performance and although the Target was not met, in most cases excellent progress was made towards the Target.

Red ratings imply improvement did not meet our original expectations, although in some cases good improvement was still delivered.

Data quality note

All data included in this report for the current financial year is provisional unaudited data and is categorised as management information. All results may be subject to later change.

Executive Summary

Challenging Targets for improvement were set for Key Performance Indicators in our Business Plans for the year. Results against Target for KPIs assessed using a Red/Amber/Green (RAG) status are shown below.

The last quarter of the year has seen an increase in the number rated as 'Green' and a decrease in the number of Key Performance Indicators (KPIs) rated as 'Red'.

It is our intention to include more indicators relating to customer experience and satisfaction in future reports and work is underway to ensure we have appropriate methods to capture this information.

	GREEN	AMBER	RED	TOTAL
Current ratings	14	11	5	30
Previous ratings	12	11	7	30
Change	+2		-2	

Indicators Rated as Green – Challenging Targets met

For the year Targets were met for nearly 50% of our KPIs. This is Good Progress.

- Visits to our website continued to be ahead target level all year and there was a substantial increase in the last quarter, with more information and content easily accessible to meet resident's needs.
- We have continued to deliver timely initial assessments within Children's Social throughout the year.
- Key Stage 2 results for Kent's children have been the best ever this year and the county target level was exceeded, with attainment gaps for children with Free School Meals also substantially reduced.
- The percentage of pupils permanently excluded in the last 12 months reduced to a record low level with performance ahead of target.
- The success rate for young people taking apprenticeships continues to be ahead of target and the national average.
- The number of young people entering the youth justice system continues to show significant reductions each year ahead of targets set.
- The percentage of Adult Social Care clients with personal budgets has significantly increased this year ahead of target and the number of clients receiving telecare similarly continues to increase ahead of target.
- Performance for the percentage of assessments for Adult Social Care completed within in a timely manner was ahead of target throughout the year.
- Performance for timely completion of routine highways repairs and pothole repairs exceeded target levels throughout the year.
- Within waste management the diversion of waste from landfill and recycling rates performed ahead of target throughout the year.

Indicators Rated as AMBER – Performance at acceptable levels

In most cases where KPIs are rated as Amber, good progress was made and the challenging Targets were nearly achieved. See the summary tables below for which indicators were in this category.

Indicators rated as RED – Results below pre-defined Floor Standard

At the end of year, five indicators had results below our pre-defined Floor Standards. For two of these indicators however good progress was made.

- Good progress was made in the year in reducing the number of children who had been subject to a child protection plan for two or more years, and in reducing the number of Children in Care who experienced 3 or more placements in a year. In both cases the targets set were highly challenging and so were the related Floor Standards, resulting in a Red rating for performance. However, following a review of the Floor Standards and considering that current performance is at an acceptable level, both indicators will move to Amber status in the new financial year, with new revised Floor Standards approved in the 2013/14 Business Planning process.
- The number of children becoming subject to a Child Protection Plan for a second or subsequent time reduced this quarter, but numbers remain both higher than our target level and historic levels. All cases where the new plan is within a year of an old plan are being carefully reviewed, to identify where more could have been done to avoid this happening, so lessons can be learnt for future cases.
- The number of schools in an Ofsted category at the end of the year was nearly the as the beginning of the year. Although a number of schools made good improvement and came out of a category during the year, a similar number of schools entered a category following an Ofsted inspection. We continue to offer bespoke and targeted support to schools to help deliver improvements.
- Due to a harsh winter and the requirement for extra heating costs in both public buildings and office accommodation, our total CO₂ emissions for the year will be higher than the previous year. However in areas of our direct control, such as business mileage, we have reduced emissions in the year.

Executive Summary – KPI Results

The following tables provide a visual summary of the results for Key Performance Indicators (KPIs).

The Previous Status refers to the Rating for the last reporting period, which for most indicators was the last quarter. The Direction of Travel similarly refers to the movement from the last reporting period.

Customer Services

Indicator Description	Previous Status	Current Status	Direction of Travel
Phone calls answered within 20 seconds	AMBER	AMBER	↔
Number of visits to KCC website	GREEN	GREEN	↑

Children’s Social Services

Indicator Description	Previous Status	Current Status	Direction of Travel
Initial assessments completed within 7 days	GREEN	GREEN	↓
Qualified social worker posts filled by permanent staff	AMBER	AMBER	↓
Children becoming subject to a child protection plan for the second or subsequent time	RED	RED	↑
Children subject to a child protection plan for two or more years	RED	RED	↓
Children leaving care who are adopted	RED	AMBER	↑
Children in Care with 3 or more placements in the last 12 months	RED	RED	↓

For two of these indicators for Children’s Social Care, the Floor Standards have been reviewed and revised for the new financial year. Although currently showing as rated Red performance is considered to be acceptable for children subject to a plan for 2 or more years and for children in care with 3 or more placements. For one of these indicators we are performing better than our statistical neighbour average.

Executive Summary – KPI Results

Education, Learning and Skills

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of pupils achieving 5+ A*- C GCSE including English and Maths	AMBER	AMBER	↑
Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2	AMBER	GREEN	↑
Attainment gap for children with Free School Meals at Key Stage 4	RED	AMBER	↑
Attainment gap for children with Free School Meals at Key Stage 2	RED	GREEN	↑
Percentage of primary schools with Good or Outstanding Ofsted inspection judgements	AMBER	AMBER	↑
Percentage of schools in category (special measures or with notice to improve)	RED	RED	↓
Percentage of SEN statements issued within 26 weeks (no exceptions)	AMBER	AMBER	↑
Percentage of pupils permanently excluded from school	GREEN	GREEN	↑
Success rate for apprenticeships, age range 19 to 24	GREEN	GREEN	↓

Integrated Youth Service

Indicator Description	Previous Status	Current Status	Direction of Travel
Number of first time entrants to youth justice system	GREEN	GREEN	↓

Adult Social Care

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of clients who receive a personal budget and/or a direct payment	GREEN	GREEN	↑
Number of clients receiving a telecare service	GREEN	GREEN	↑
Number of clients provided with an enablement service	AMBER	AMBER	↑
Percentage of assessments completed within six weeks	GREEN	GREEN	↑
Percentage of clients satisfied that desired outcomes have been achieved	AMBER	AMBER	↔

Executive Summary – KPI Results

Highways and Transportation

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of routine highway repairs completed within 28 days	GREEN	GREEN	↓
Average number of days to repair potholes	GREEN	GREEN	↓
Percentage of satisfied callers for Kent Highways 100 call back survey	AMBER	AMBER	↑

Waste Management

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of municipal waste recycled or converted to energy and not taken to landfill	GREEN	GREEN	↓
Percentage of waste recycled and composted at Household Waste Recycling Centres	GREEN	GREEN	↓

Environment

Indicator Description	Previous Status	Current Status	Direction of Travel
Carbon dioxide emissions from KCC estate and operations	AMBER	RED	↓

Economic Support

Indicator Description	Previous Status	Current Status	Direction of Travel
Number of gross jobs created in Kent and Medway through inward investment	AMBER	AMBER	↑

Customer Services

Bold Steps Priority/Core Service Area	Improve access to public services and move towards a single initial assessment process
Cabinet Member	Mike Hill
Portfolio	Customer and Communities
Director	Des Crilley
Division	Customer Services

Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Tier 1 phone calls to Contact Point answered within 20 seconds	AMBER	AMBER	↔
Number of visits to KCC website	GREEN	GREEN	↑

Contact Point is the name of the KCC Contact Centre, providing phone and e-mail contact channels for residents.

The percentage of Tier 1 (high priority) phone calls answered within 20 seconds was again close to target this quarter, with second half year results being a significant improvement on the first half of the year.

The net customer satisfaction rating for the service provided by Contact Point was 92%, an increase from 89% for the previous quarter. Net satisfaction with the staff who handle the phone calls has remained consistent at 99% for both quarters.

The number of visits to the KCC website continue to show an increase and numbers are ahead of targets.

Customer Services Strategy Update

The KCC Customer Service Strategy was launched in January 2012. Progress on actions for the last quarter are shown below.

Theme One – Understanding our Customers

The launch of the Customer Feedback project (a new corporate system for capturing Complaints, Comments and Compliments) continues. The requirements and systems options have been defined and we are currently exploring options for taking the project forward, with a view to development and training being conducted over the course of 2013/14.

Theme Two – Connecting with our Customers

As of April 2013, KCC has taken the lead responsibility for the administration of the Social Fund (Kent Support and Assistance Service), following its transfer from the Department of Work and Pensions. As part of the preparations we have conducted initial customer journey mapping for new customers so that we can embed effective customer access and assessment processes.

The new service is being supported by the Contact Point, taking enquires, completing assessments and giving advice to customers needing access to assistance. Recognising that not all customers will be able to apply online or over the phone, the team has also put in place provision to help customers at Gateways, to ensure that no one is excluded due to their channel preference.

Theme Three – Empowering our Staff to Meet Customer Expectations

Customer Service Workshops were held during this quarter; the sessions were interactive and involved staff from across KCC. The workshops gave staff the opportunity to consider who our customers are using Customer Insight tools, to understand how customers access our services and how we can streamline our delivery to better meet their needs, as well as doing this more efficiently. Further sessions for more staff are planned during the summer.

Progress has been made on designing the wider training programme, which will offer staff the opportunity to focus on specific areas of customer service delivery, including consulting with customers, channel shift and service re-design. The aim will be to encourage staff to put best practice ideas into action.

Theme Four – Providing Excellent Quality and Value to Customers through Better Service Delivery

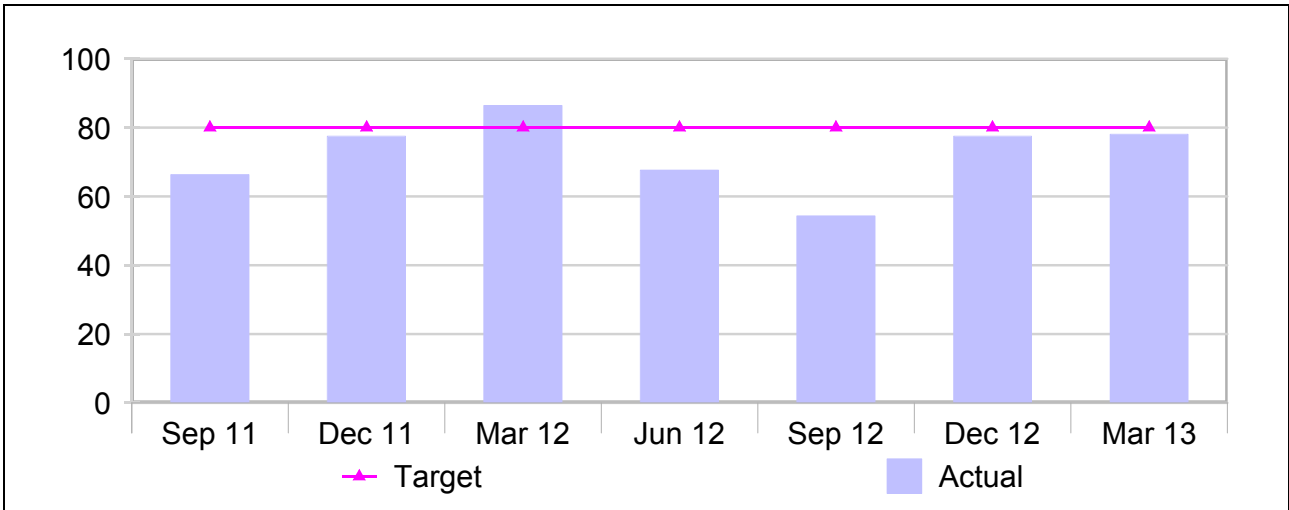
We have focused on a number of key areas to improve processes whilst unlocking savings. We have worked with Blue Badges, Free School Meals and Primary & Secondary Schools Admissions services, to look at how we deliver these services from a customer's perspective. There are opportunities within each service to further develop our online presence to ensure that we meet customer expectations in terms of accessibility, speed and overall experience. This work will lead to new developments for customers to transact with KCC over the internet, such as paying for Blue Badges online via debit or credit card, and parents having the ability to check eligibility for Free School Meals online prior to completing the application process.

Theme Five – Improving Customer Experience Working with our Public Service Partners

In 2013, the Welfare Reform Act will mean huge changes for the way in which UK benefit payments will be calculated and distributed. The Council has been involved in preparing KCC and its partners for the launch of the reform. In February 2013 the Gravesend Gateway hosted a forum which was attended by over 150 people from both the public and voluntary sector. The forum aimed to bring people up to date with the latest developments and had speakers from Department of Work and Pensions to give their perspective.

Percentage of Tier 1 (high priority) calls to Contact Point answered within 20 seconds

AMBER
↔



Trend Data – by quarter	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	66%	78%	86%	68%	54%	78%	78%
Target	80%	80%	80%	80%	80%	80%	80%
RAG Rating	Red	Amber	Green	Red	Red	Amber	Amber

Commentary

Overall performance for the quarter was not far off target and consistent with the previous quarter, although call volumes were higher. We continue to work to ensure that sufficient staff are available for the expected volumes of calls for the time of year.

Higher call volumes were expected for the most recent quarter compared to the previous quarter, with offer letters for both Primary and Secondary schools admissions being sent out, and with the usual expected adverse weather at this time of year.

Prolonged bad weather conditions have impacted on the delivery of some services, such as Highways Maintenance and as a result the number of calls received were higher than expected.

Other changes in call volumes which were not expected occurred in the quarter; for example a large increase in relation to Concessionary Bus Fares renewals.

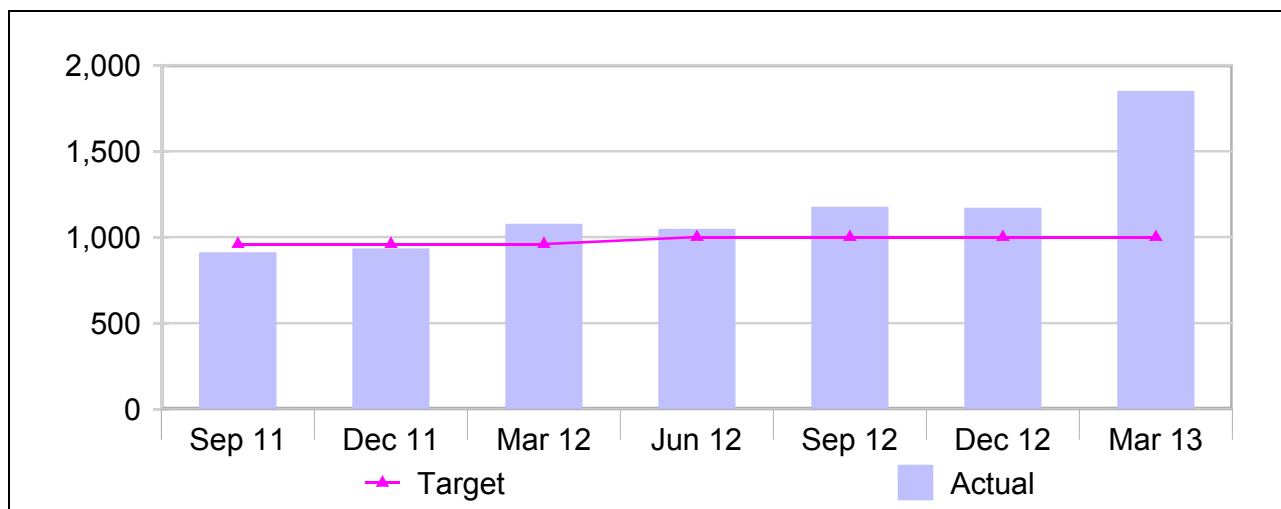
Technical issues with telephony equipment also hampered performance in this period, resulting in some repeat phone calls.

Data Notes

Tolerance: Higher values are better.
 Data is reported as percentage achieved for each individual quarter.
 Contact Point is the name of KCC Contact Centre.
 Source: Siemens Hipath telephony system.

Number of visits to KCC website (in thousands)

GREEN
↑



Trend Data – by quarter	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	909	931	1,075	1,046	1,174	1,169	1,848
Target	960	960	960	1,000	1,000	1,000	1,000
RAG Rating	Amber	Amber	Green	Green	Green	Green	Green

Commentary

The heavy snowfall earlier this year accounted for a big increase in visits to the KCC website. We ran a successful multi-channel campaign, “We’ve prepared, have you?” which promoted the KCC winter service information page and directed people to make use of this online service for school closure and gritting route information.

Mobile visits are 163% higher than the same quarter in 2012 and 62% higher than last quarter, reflecting the general consumer trend for increased use of mobile technology to access websites. Research from the Society of IT Managers estimates that council websites now receive 25% of visits from mobiles.

Net customer satisfaction with the web-site for the three months to March 2013 was 23.5% with over 10,000 customers opted to leave feedback. Although this appears to be a low figure it compares well with available benchmarks for other councils using the same GovMetric tool to gather user feedback.

Data Notes

Tolerance: Higher values are better.

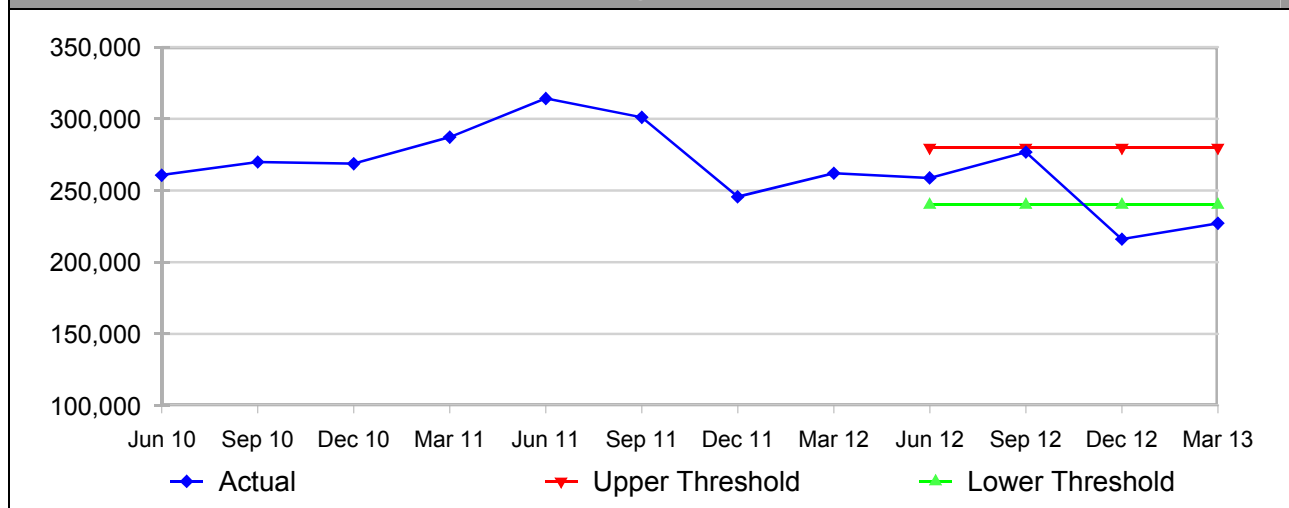
Data is reported as number of visits made in each quarter.

Data Source: Google Analytics.

Customer Services – Contact Centre activity

The number of calls to Contact Point in this period was 227,000, which is a 5% increase on the previous quarter's activity and a 13% reduction on the same time last year. Call volumes for the last 12 months have been 13% lower than the year to March 2012.

Number of calls received by Contact Point each quarter



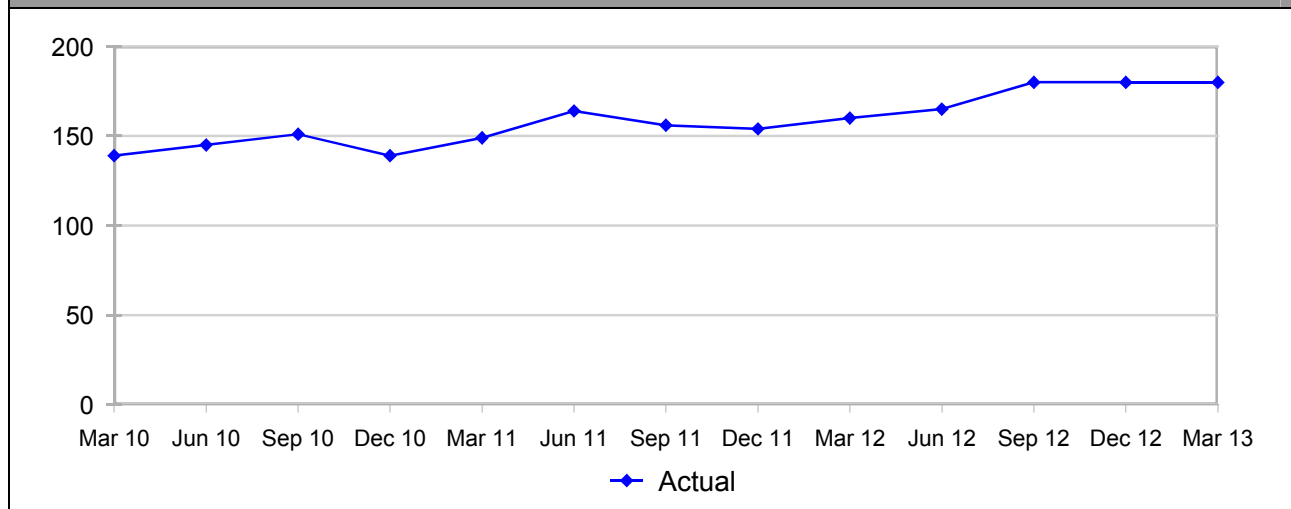
The largest reductions in call volumes has been for office switchboard numbers, and the main 24/7 contact line. Call volumes handled by Contact Point increased this year for Adult Social Care and Concessionary fares.

Phone line or queue	Tier	2010/11	2011/12	2012/13	%age change
Highways and Transportation	1	142	158	138	(13)
247 main phone line	1	135	159	111	(30)
Libraries and Archives	3	172	131	95	(28)
Adult Social Care	1 / 2	79	98	132	35
Office switchboards	1 / 2	166	125	61	(51)
Registration Services	1	124	105	81	(23)
Education Line	2	57	90	87	(3)
Blue Badges	2	41	61	58	(6)
Children's Social Services	1	36	42	45	7
Adult Education	2	59	47	41	(13)
Concessionary Fares	2	1	22	33	45
Freedom Pass	3	-	-	16	
Other lines	1/2/3	75	84	82	(3)
Total Calls (in thousands)		1,087	1,123	979	(13)

Customer Services – Contact Centre activity

The reduction in the volume of calls has been more than outweighed by the increase in **average call handling times**.

Average call handling time in seconds by quarter



The Contact Point is handling less routine calls where transactions can be delivered on the website (e.g. library book renewal) and more complex service enquiries (e.g. calls relating to social care). As a result average call handling times have been at 3 minutes, up from just over 2 and half minutes in 2011, a 15% increase.

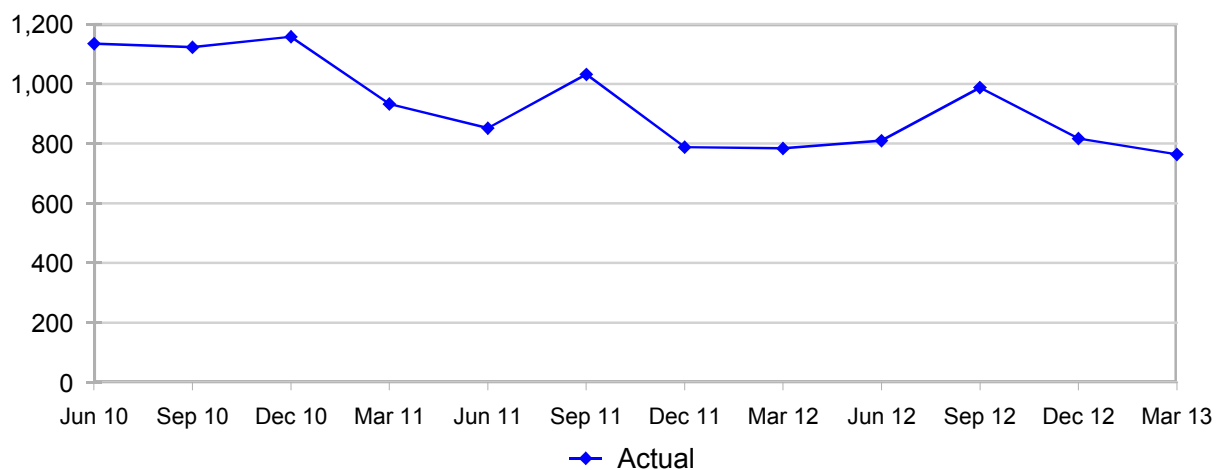
The changes made to the processing of Blue Badges continues to reduce call volumes overall, as customers are receiving their badges quicker and are therefore not calling the centre to chase for progress on their application.

Interactive Voice Recognition (IVR) also continues to be effective at redirecting calls to the most appropriate advisor; as such call volumes have decreased as calls no longer need to be redirected.

Customer Services – Complaints monitoring

In the fourth quarter of 2012/13 KCC received 764 complaints, which was a similar number to that received for the same period the previous year. For the full year to March 2013 the number of complaints showed a minor reduction of 2% compared to the year to March 2012. In the quarter we also received 1,483 compliments.

Number of complaints received each quarter



A breakdown of complaints by service area is shown below and commentary on this provided on the next page.

Service	12 mths to Mar 12	12 mths to Mar 13	Quarter to Dec 12	Quarter to Mar 13
Highways and Transportation	939	1,109	206	307
Libraries, Archives and Registrations	722	473	88	64
Children's Social Services	503	393	114	110
Adult Social Care	425	419	111	114
Waste management	193	455	101	63
Commercial Services	152	21	0	0
Adult Education	117	90	26	22
Insurance Claims	89	52	15	13
Countryside access and country parks	105	22	3	4
Gateways and Contact Point	66	72	8	11
Education services	44	43	12	12
Youth services	16	16	8	1
Other services	131	214	125	43
Total Complaints	3,456	3,379	817	764

Highways and Transportation

In the most recent quarter, there was an increase in the number of complaints relating to Highways and Transportation as Kent was hit by sudden, severe and frequent bouts of snow and ice. This weather caught many residents off guard and Highways & Transportation received a number of complaints asking why we hadn't been quicker to respond.

Highways & Transportation had been ready since the first early forecast of severe weather and our crews had been working 24/7 throughout the bad weather. Following feedback from customers about gritters not being seen out and about during the bad weather, we are now investigating the possibility of displaying real time information on KCC's gritting routes on our website for next year.

The longevity and severity of the snow and ice caused a large amount of damage to the Kent road network (mainly potholes) which also led to a large increase in pothole related complaints.

Note that although the highest number of complaints we receive relate to Highways and Transportation, as a proportion of Highways maintenance jobs completed, this represents only a small percentage (about 1%).

Social Services Complaints

Some common themes include communications and disputes with decisions made. Adult Social Services have worked on a number of areas following feedback; including organising training to improve communication between Payments and Case Management.

Waste Management

The level of complaints received in the last quarter showed a reduction compared to the previous quarter and are returning to levels previously seen. Complaints had shown an increase earlier mostly relating to disagreements with policy changes at the Household Waste and Recycling Centres.

Customer Feedback System

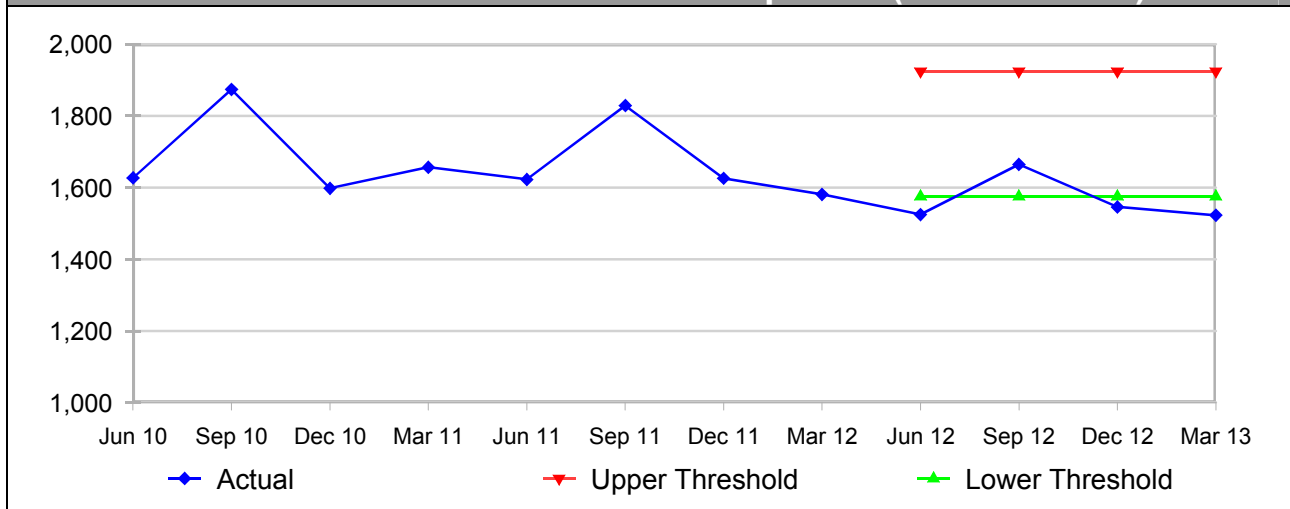
The launch of the Customer Feedback project (a new corporate system for capturing Complaints, Comments and Compliments) continues. The requirements and systems options have been defined and we are currently being exploring options for taking the project forward, with a view to development and training being conducted over the course of 2013/14.

Customer Services – Library Usage

Traditional library usage in Kent continues to reduce, following the trend seen in previous years both locally and nationally. However there is a steady increase in customers using our services online with around 898k visits to our website, an increase of 20% on the previous year.

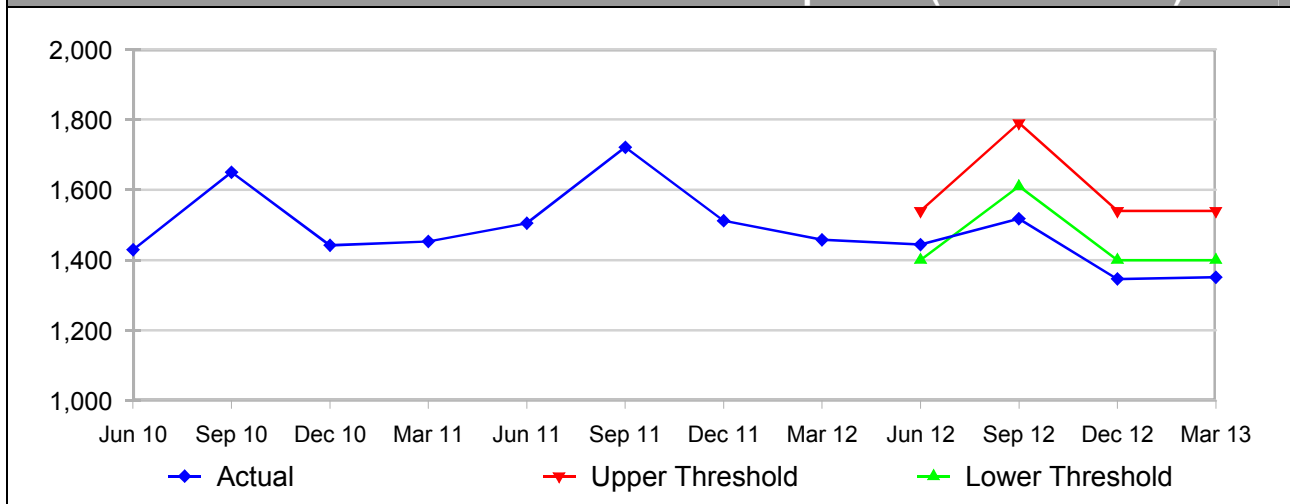
Visits to libraries were slightly down in the quarter compared to the previous quarter, and 3.7% down on the same time last year. There were several closures during the year which would have an impact on visitor numbers. Earlier in the year Broadstairs and Canterbury libraries were both closed for 3 weeks as part of the modernisation programme and there were also temporary closures at several other libraries for installation of new self-service facilities. More recently Edenbridge library was temporarily closed for 2 weeks to allow a move to new premises and there were temporary closures at Queenborough and Minster in Sheppey for refurbishment works.

Number of visits to libraries each quarter (in thousands)



The number of **book issues from libraries** in the quarter were similar to previous quarter, but 7% down on the same time last year. The closures mentioned above would have impacted on issues as well.

Number of book issues from libraries each quarter (in thousands)



Children's Social Services

Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements
Cabinet Member	Jenny Whittle
Portfolio	Specialist Children's Service (SCS)
Director	Mairead MacNeil
Division	Specialist Children's Service (SCS)

Performance Indicator Summary

	Previous RAG	Current RAG	Direction of Travel
Initial assessments completed within 7 days	GREEN	GREEN	↓
Case holding posts filled by permanent qualified social workers	AMBER	AMBER	↓
Children subject to a child protection plan for the second or subsequent time	RED	RED	↑
Children subject to a child protection plan for two or more years	RED	RED	↓
Percentage of children leaving care who are adopted	RED	AMBER	↑
Children in Care with 3 or more placements in the last 12 months	RED	RED	↓

Performance for **initial assessments completed within timescales** continues to exceed target.

The percentage of **caseholding social worker posts held by qualified social workers** was 82.0% as at March 2013, with the majority of vacancies being filled by agency staff. Achieving the Improvement Notice target of 90% continues to be challenging.

The percentage of children **becoming subject to a child protection plan for the second time** shows a slight improvement this quarter to 19.5%, but performance remains behind target. The percentage this year was also higher than last year.

The percentage of **children subject to a child protection plan lasting two or more years** increased in the last quarter of the year, but the year-end position was an improvement on the same time last year.

The percentage of **looked after children who are adopted** has shown considerable improvement this year, up from 8.2% last year to 11.9%, although the target level of 13% was not reached.

The percentage of **children in care with 3 or more placements** reduced this year to 9.5%, which compares favourably against the last published Statistical Neighbour average of 11.3%, although the challenging local target of 8.1% was not met.

Improvement Plan Update

The Improvement Programme began in February 2011 and was set up to respond to the failings identified during the 2010 Ofsted inspection.

The Programme is now in Phase 3, which will run until August 2013. The aim of the current Phase of the Programme is to deliver a whole system approach to managing family pathways, from early help to statutory intervention. Key themes for Phase 3 include, ensuring all staff are dedicated to delivering the highest quality of practice, improving the quality of assessment, planning and provision to ensure that decision making is timely and child-centred, strengthening the range of preventative services, improving care planning and outcomes for all children and implementing an integrated structure for service delivery.

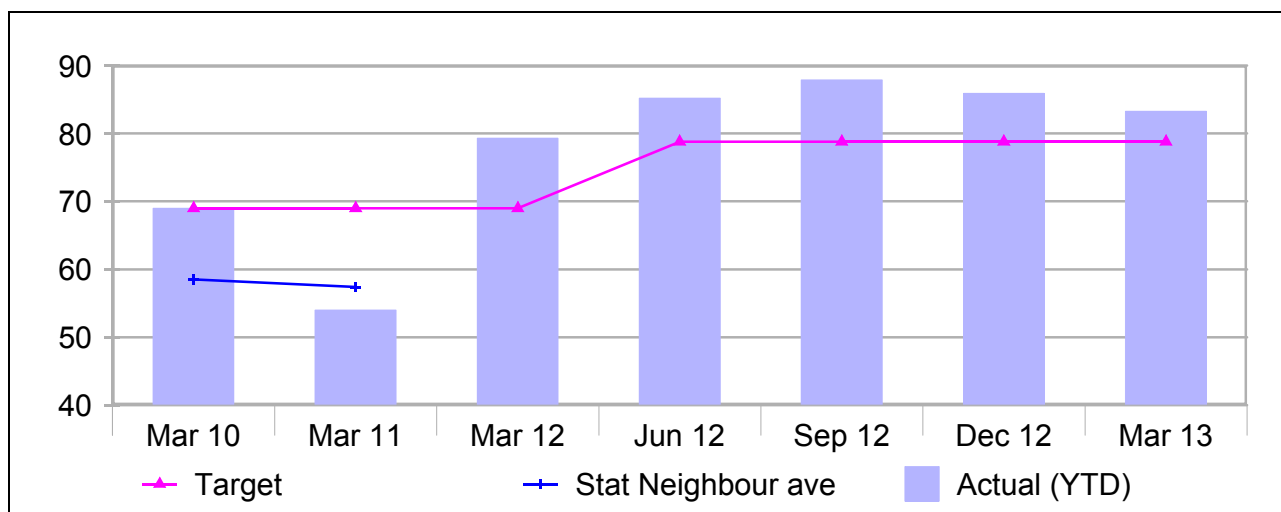
The Improvement Programme reports to the Improvement Board on a bi-monthly basis. The Board is chaired by an independent consultant and is attended by the Department for Education and senior managers from Health, the Police and KCC. The Programme is also subject to internal scrutiny via the Children's Services Improvement Panel.

Key Achievements

- We received an adequate rating from Ofsted for Safeguarding services. Adequate judgments were given in relation to Kent's quality of practice, effectiveness of help and protection, leadership and governance and overall effectiveness.
- The reconfiguration of early help services has improved the accessibility and responsiveness of help.
- There has been a significantly improved response at the point of referral, following the launch of the Central Duty Team and Central Referral Unit and thresholds for referral are clear and understood.
- Decision making following referral is consistently applied, with effective initial screening and prompt subsequent action by the council and partner agencies.
- The route to escalate cases from Common Assessment Framework (CAF) is being more effectively applied.
- Children requiring protection are receiving a more assured initial response than previously. Risks are being identified in a timely and effective manner.
- Managers and staff understand the need to focus on children and young people to ensure that interventions are timely, effective and avoid drift.
- Interventions aimed at protecting and supporting children on child protection plans are proportionate
- Measures continue to be employed to improve the quality of practice, including via the County Audit Programme. There are plans in place to launch a third Practice Improvement Programme to support improved quality of practice across the county.
- Timeliness of assessments continues to be maintained.
- Social Worker caseload levels remain low.
- Instances of unallocated Child in Need cases are rare.
- The new structure has come into effect. The service has been redesigned to ensure that children and young people are provided with the correct level and type of support to meet their needs.

Percentage of initial assessments completed within 7 days

GREEN



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	69%	54%	79%	86%	88%	86%	83%
Target	69%	69%	69%	79%	79%	79%	79%
RAG Rating	Green	Red	Green	Green	Green	Green	Green
Stat. N.	59%	57%					

Commentary

Improvement Notice Target

Performance on this indicator continues to exceed the target level. Assessment timescales are actively monitored on a daily basis by all operational teams with performance by district tracked and reported on a weekly basis.

The emphasis within the assessment process has shifted from timeliness to the quality of casework and this is tested out via the on-line audit of case files.

The measure against the 7 day timescale was put in place as a result of the Improvement Notice, but the measure used nationally is calculated against completion within in 10 days. Against this measure the last published national data, for 2011/12 shows Kent performing well at 90.1%, compared to the national average of 77.4% and an average of 69.5% for statistical neighbour local authorities.

Data Notes

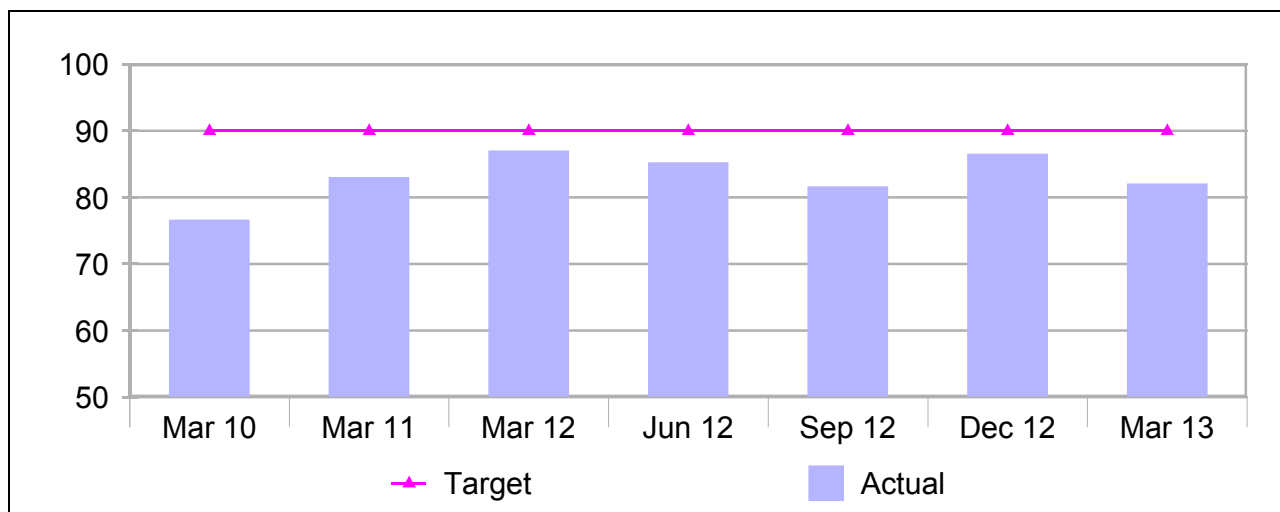
Tolerance: Higher values are better.

Results are reported as year to date.

Data Source: ICS.

Percentage of caseholding posts filled by permanent qualified social workers

AMBER
↓



Trend Data – quarter end	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	76.6%	83.0%	87.0%	85.2%	81.6%	86.5%	82.0%
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Red	Amber	Amber	Amber	Amber	Amber	Amber
Agency		16.1%	13.9%	15.8%	12.9%	13.9%	15.0%

Commentary

Improvement Notice Target

Recruitment advertising is “always on” and using Google ad words we ensure Kent’s need for social workers is returned in the top 3 results for related searches. Periodic use of on-line adverts is also made on Social Work Profession websites and a social networking approach is being used in relation to recruitment needs in Thanet. We have had external expertise from an advertising agency to help re-brand our recruitment offers, to make them more attractive.

During 2012 we recruited 26 Newly Qualified Social Workers through the Assessed and Supported Year in Employment (ASYE) programme with 4 of these staff having been sponsored by KCC to undertake their degree through the Open University.

Recruitment processes continue to be closely monitored and a survey of recently recruited staff is being used to identify if there are any complications within our application processes that we could address.

Selection techniques continue to be developed to ensure consistent evaluation of applicants, including improvements to the application form and online testing.

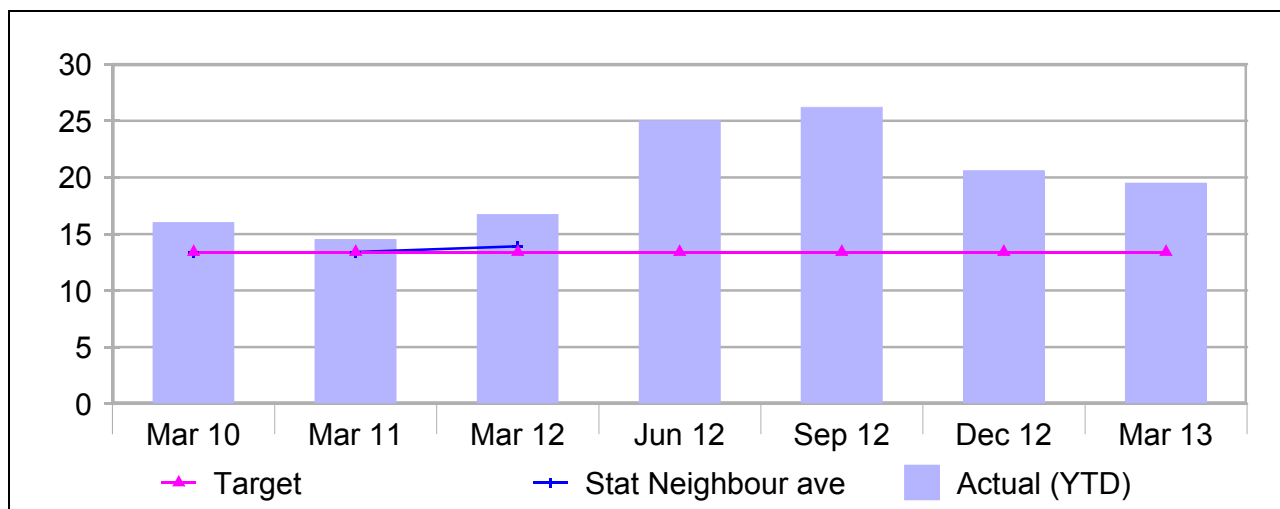
Data Notes

Tolerance: Higher values are better. Data is reported as the position at quarter end. Posts held by agency staff are not included in figures for headline indicator.

Data Source: SCS Weekly Performance Report.

Percentage of children becoming subject to a child protection plan for the second or subsequent time

RED
↑



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	16.0%	14.5%	16.7%	25.0%	26.2%	20.6%	19.5%
Target	13.7%	13.7%	13.7%	13.4%	13.4%	13.4%	13.4%
RAG Rating	Red	Amber	Red	Red	Red	Red	Red
Stat. N.	13.4%	13.4%	13.9%				

Commentary

Improvement Notice Target

Performance for this indicator has shown improvement over the last two quarters of the year.

All cases where a plan is put in place within a year of a previous plan are carefully reviewed to understand the reasons and to ensure this is appropriate. During 2012/13 there were 1,221 new Child Protection Plans. For 238 children this was the second or subsequent time that they had been made subject to a Child Protection Plan.

Many of the children becoming subject to a plan for a second or subsequent time had not been subject to a previous plan within the previous two years. For 2013/14, under the new national definition for this indicator only those children who were subject to a subsequent plan within two years will be included. Kent's result for 2012/13 re-stated in line with the new indicator definition would have been 10.8%.

Data Notes

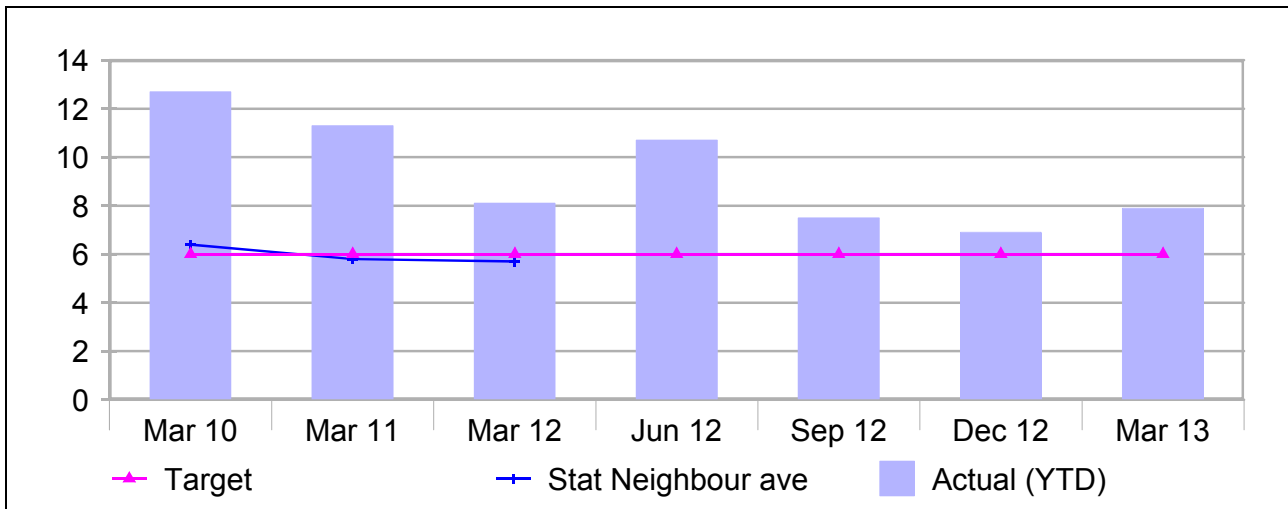
Tolerance: As close to target as possible. Should not be too low or too high.

Data is reported as financial year to date.

Calculated as the percentage of children commencing a new plan, who had been subject to a previous plan at any time. Data Source: ICS

Percentage of children subject to a child protection plan for two or more years at the point of de-registration

RED
↓



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	12.7%	11.3%	8.1%	10.7%	7.5%	6.9%	7.9%
Target	6%	6%	6%	6%	6%	6%	6%
RAG Rating	Red	Red	Red	Red	Red	Red	Red
Stat. N.	6.4%	5.8%	5.7%				

Commentary

Improvement Notice Target

Some progress has been made on this indicator, although the target of 6% has not been achieved. As at March 2013 there were 43 children with current plans who had a plan exceeding 2 years. This is 4% of all plans in place and compares to a position of 7% in March 2012.

Current cases where children have been subject to a child protection plan for over 18 months are reviewed and change promotion work is undertaken to try to prevent the cases moving into the 2 year plus category. Action is also taken to ensure timely decision making and progression of all child protection cases which do reach the 2 years plus stage.

Work is also being undertaken to strengthen child protection assessment and conference processes, and to strengthen the Kent Safeguarding Children Board's (KSCB's) scrutiny function to ensure effective multi-agency engagement in child protection planning.

Data Notes

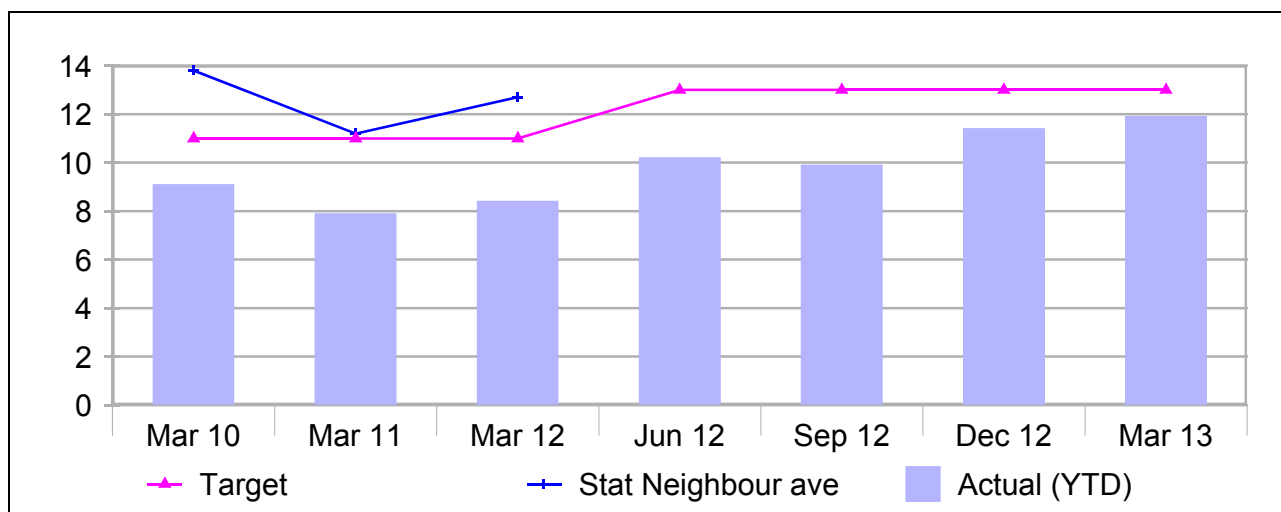
Tolerance: Lower values are better.

Calculated as the percentage of children ceasing to be subject to a child protection plan, who had been subject to that plan for two or more years.

Data Source: ICS

Percentage of children leaving care who are adopted

AMBER



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	9.1%	7.9%	8.4%	10.2%	9.9%	11.4%	11.9%
Target	11%	11%	11%	13%	13%	13%	13%
RAG Rating	Red	Red	Red	Red	Red	Red	Amber
Stat. N.	13.8%	11.2%	12.7%				

Commentary

Improvement Notice Target

Performance shows significant improvement compared to previous years, although the target level has not been reached. There were 105 adoptions in 2012/13, compared to 70 in 2011/12 and 60 in 2010/11.

Coram is managing the Adoption Service on Kent's behalf and the service's progress is being monitored by the Adoption Board, a sub-group of the Improvement Board. The Board has an independent chair and provides regular progress reports to the Improvement Board. A comprehensive Action Plan is in place and kept up to date to address the recommendations from the Narey Review and the Ofsted Inspection. Actions include the implementation of a robust system to ensure assessments are given priority, close monitoring of the progress of all children requiring adoption and the establishment of tracking processes to follow children identified for adoption to ensure there is no drift in their planning.

The number of children in care in Kent includes a high proportion of Unaccompanied Asylum Seeking Children for whom adoption is not an option. Performance on this indicator for 2012/13 excluding UASC was 14.3%.

Data Notes

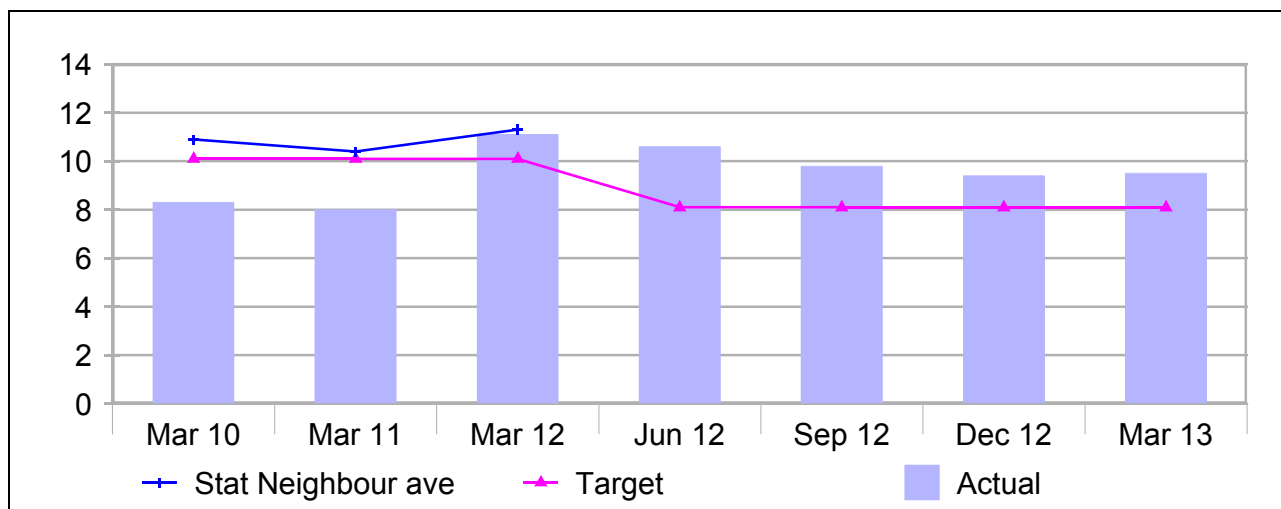
Tolerance: Higher values are better.

Data is reported as financial year to date.

Data Source: ICS

Looked after children with 3 or more placements in the last 12 months

RED
↓



Trend Data – quarter end	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	8.3%	8.0%	11.1%	10.6%	9.8%	9.4%	9.5%
Target	10.1%	10.1%	10.1%	8.1%	8.1%	8.1%	8.1%
RAG Rating	Green	Green	Amber	Red	Red	Red	Red
Stat. N.	11%	10%	11.3%				

Commentary

Performance for this indicator has improved this year and is ahead of recent statistical neighbour averages, although the challenging local target for improvement was not met.

During the year 174 children had three or more moves in placement. Many of the cases where there were 3 or more moves were for young people over the age of 16, and this is to be expected where such moves include planned changes towards independent living.

Placement Panels have been established to ensure that all placement moves meet the needs of the child and Placement Stability Core Groups have been established to prevent and support potential breakdowns in placements.

All cases for children who have had two placement moves are reviewed at the point of the second placement. All cases where children are subject to three or more moves are reviewed by senior management at quarterly review meetings.

Data Notes

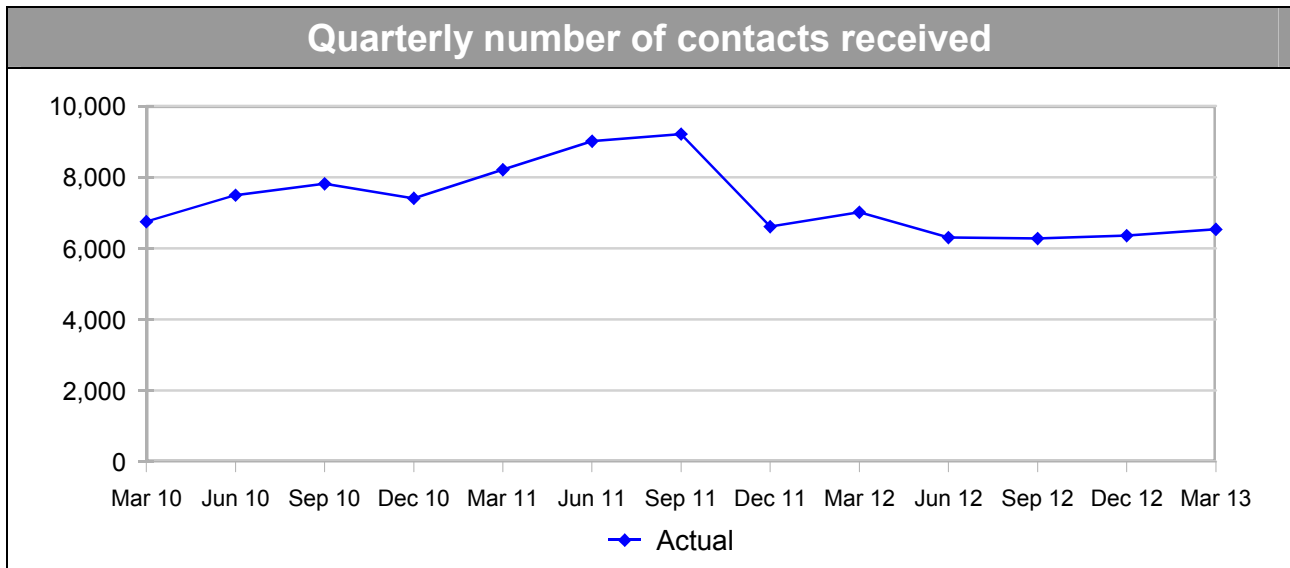
Tolerance: Lower values are better.

Data is reported as a snapshot at each quarter end.

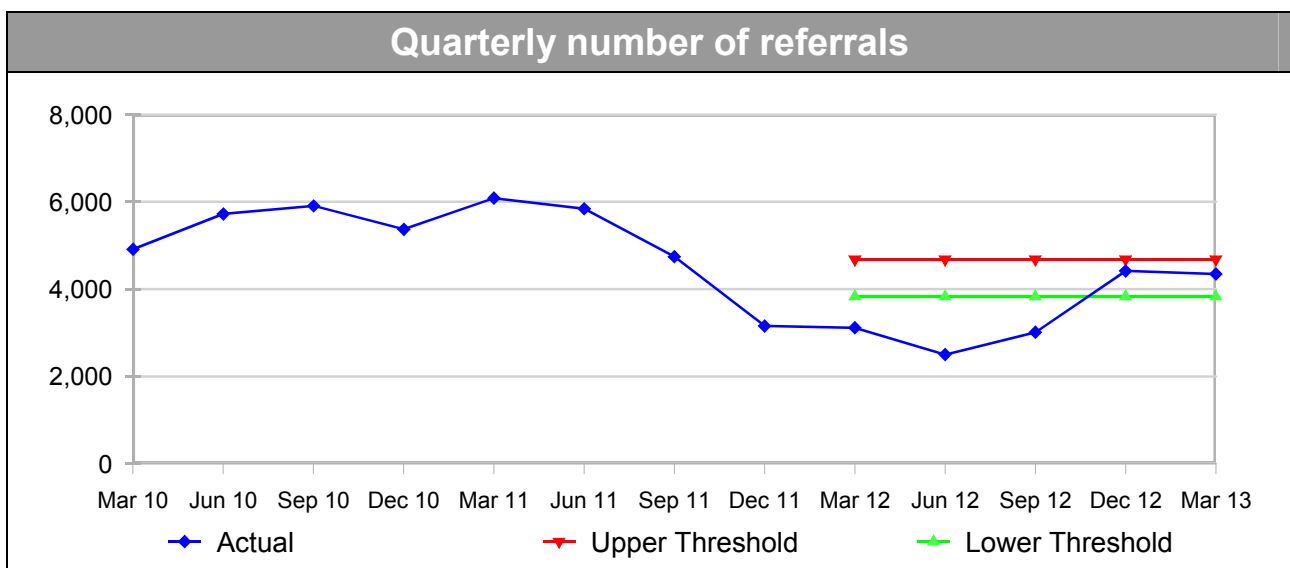
Data Source: ICS

Children's Social Services - Lead indicators

The number of contacts to the service has been holding relatively steady each quarter for the last 18 months at between 6,300 and 7,000. This compares to a trend for the period April 2010 to September 2011 of steady increases from 7,500 up to over a peak of over 9,000.



The introduction of the Central Duty Team in 2011 contributed to a decrease in the number of recorded **referrals**, from above the expected range in 2010 to below the expected range by December 2011. An exercise was then completed to compare Kent's practice with that of high performing authorities and this found that for a number of contacts received in Kent, a high level of work was being conducted without the contact being recorded as a referral, contrary to policies in other councils. Action was taken to address the practice differences found, and a revised process was introduced in August 2012. Following the introduction of the new arrangements, the recorded referral rate has been within the expected range for the last two quarters. The conversion rate of contacts to referrals was 45% in July 2012 but for March 2013 this had risen to 69%.



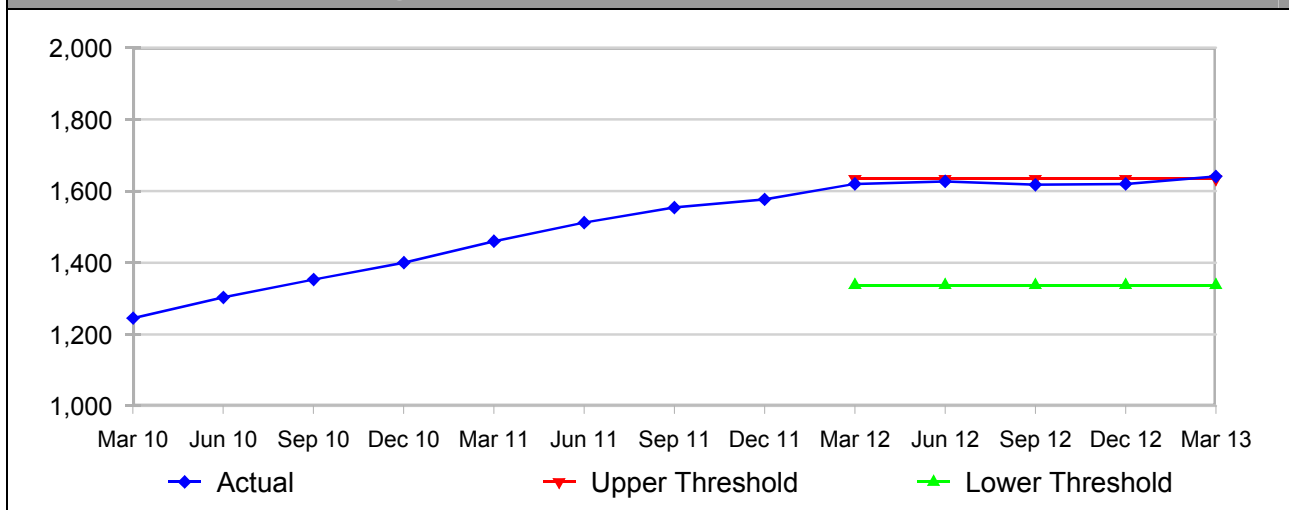
Children's Social Services - Lead indicators

The **number of indigenous Children in Care** has remained fairly static throughout the year and the rate per 10,000 children aged under 18 at the end of March was 50.8, slightly above the target rate of 47.5.

Actions being taken which will impact on the number of Children in Care include:

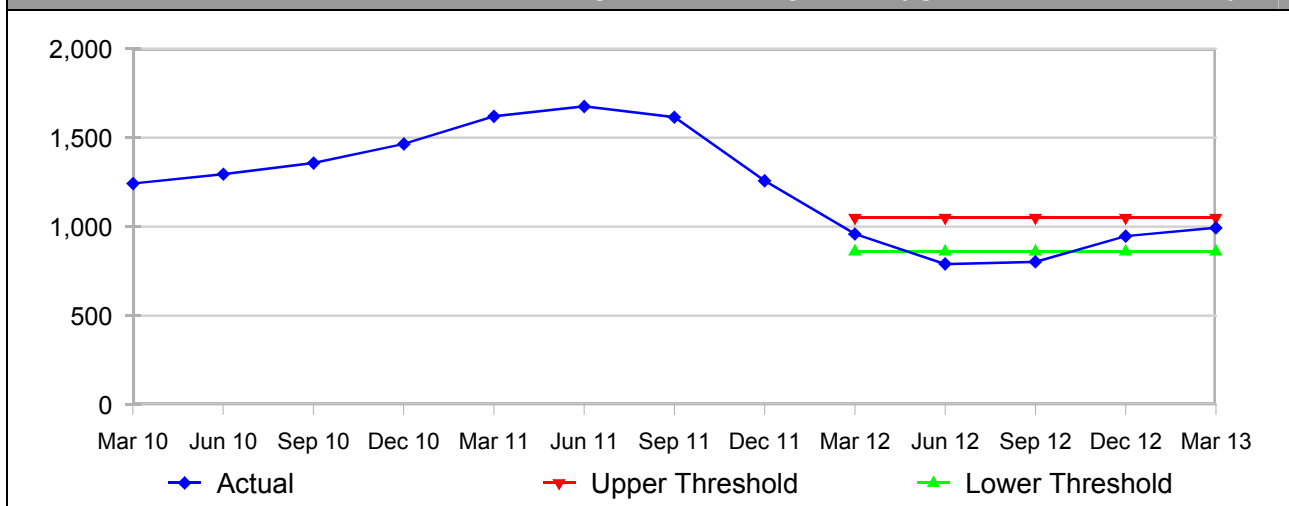
- Improving the percentage of children who are adopted.
- Robust gate-keeping of decisions to take Children in Care.
- Robust tracking of permanency planning including tackling drift and delay.
- Increased investment in prevention and early intervention services.
- Developing speedier and integrated responses to vulnerable adolescents.

Number of indigenous Children in Care (quarter-end count)



The number of **children with Child Protection Plans** at the end of March was 994, which was in line with the target range set. The target was to achieve a level near to 30.5 per 10,000 children aged under 18 which is in line with Kent's best performing statistical neighbour local authorities.

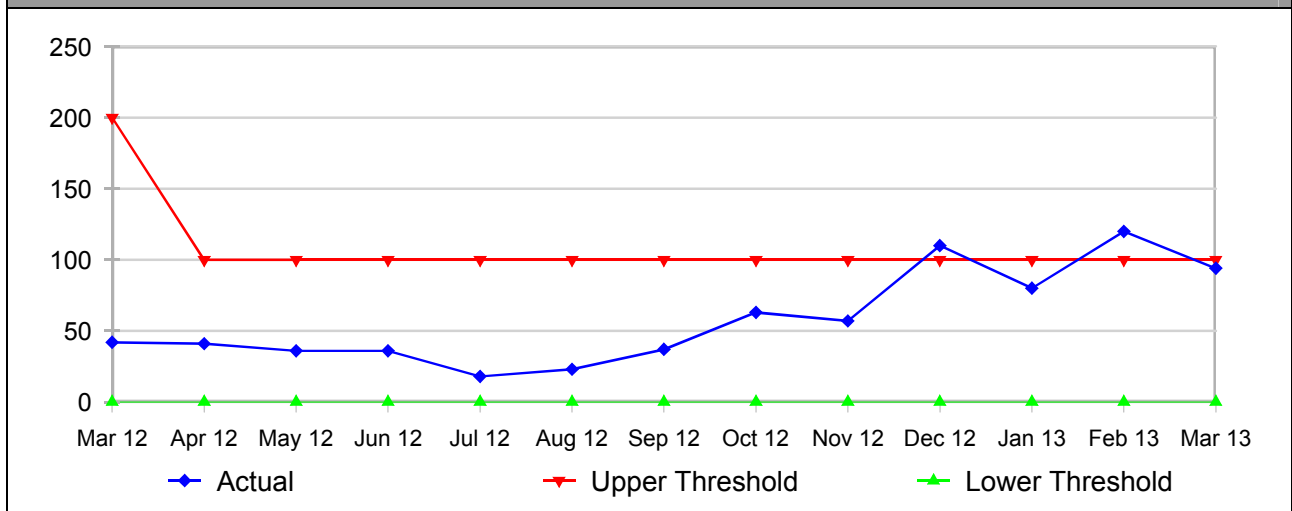
Number of children with child protection plans (quarter-end count)



Children's Social Services - Lead indicators

The number of Initial assessment in progress and out of timescale was just within the expected range at the end of March.

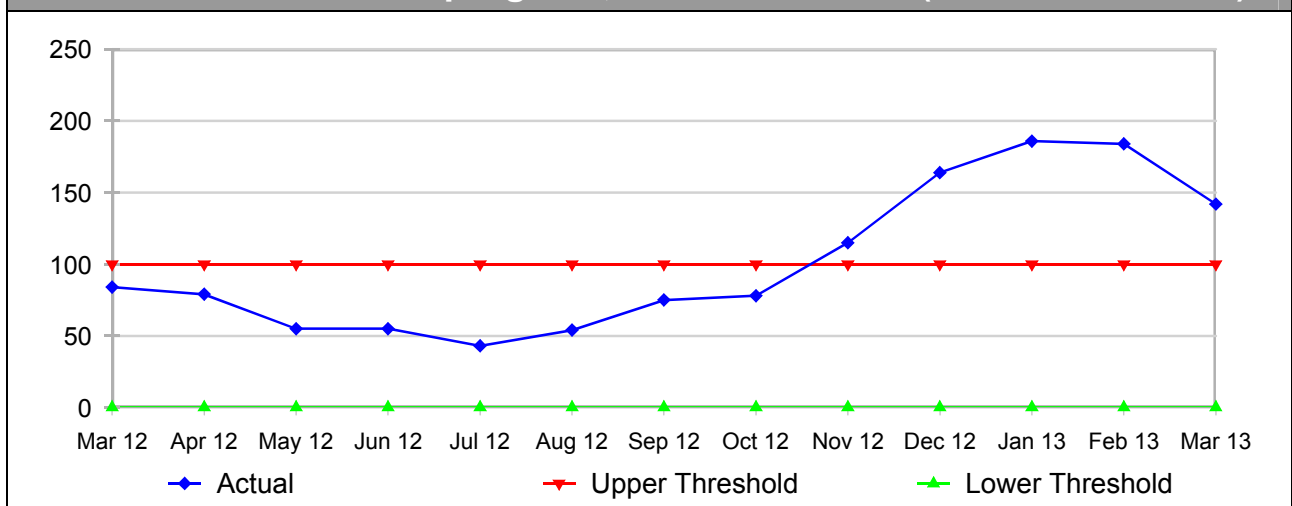
Initial assessments in progress, out of timescale (month-end count)



The number of **core assessments in progress and out of timescale** continues to be higher than the Upper Threshold level of 100, which is an Improvement Notice target. The increase has mostly been within Thanet which accounted for more than 100 cases during February. Issues in the district include staffing pressures with high levels of sickness absence and reduced managerial cover, combined with high volumes of work. Changes to practice to prevent work progressing without key actions in place and to ensure high quality assessments are made, has also resulted in work being delayed.

Actions in place to address these issues include Senior Practitioners being assigned cases to help reduce the backlog, a review of staffing levels to ensure they are appropriate for the longer term, with active recruitment of additional agency staff to increase capacity in the short term. However, recruitment in the district, even for agency staff remains an issue.

Core assessments in progress, out of timescale (month-end count)



Education, Learning and Skills

Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential, Shape education and skills provision around the needs of the Kent economy
Cabinet Member	Roger Gough
Portfolio	Education and Health Reform
Corporate Director	Patrick Leeson
Directorate	Education, Learning and Skills

Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of pupils achieving 5+ A*- C GCSE including English and Maths	AMBER	AMBER	↑
Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2	AMBER	GREEN	↑
Attainment gap for children with Free School Meals at Key Stage 4	RED	AMBER	↑
Attainment gap for children with Free School Meals at Key Stage 2	RED	GREEN	↑
Percentage of primary schools with Good or Outstanding Ofsted inspection judgements	AMBER	AMBER	↑
Number of schools in category (special measures or with notice to improve)	RED	RED	↓
Percentage of SEN statements issued within 26 weeks (excluding exceptions to the rule)	AMBER	AMBER	↑
Percentage of pupils permanently excluded from school	GREEN	GREEN	↑
Success rates for apprenticeships age range 19 to 24	GREEN	GREEN	↓

It should be noted that the first four Performance Indicators in this section are annual indicators, with school attainment results only becoming available once a year. The other indicators in this section are provided with quarterly results.

There was further improvement in results this year for **pupils attaining five good GCSEs** up from 59.4% to 61.2% although this was slightly below the challenging target of 62%.

At **Key Stage 2 pupil attainment** showed significant improvement of 6%, ahead of the target level, with the gap to the national average reduced to just 1%. The number of schools below the National Floor Standard also significantly reduced.

Results for the **achievement gaps for children with Free School Meals** have shown minimal improvement for GCSE, but substantial improvement ahead of target for Key Stage 2.

There has been another significant improvement this quarter for the percentage of primary schools with Good or Outstanding **Ofsted inspection judgements** for overall effectiveness, and the target level of 65% should be achieved by the end of the academic year.

However, the number of **schools in an Ofsted category of concern** continues to be below target. We continue to work closely with all schools in category and they are working to a Local Authority Statement of Action which has been approved by Ofsted. The leadership of the school, including the Governing Body is held to account for progress against this plan every six weeks.

Performance has improved in the quarter for the percentage of **SEN statements issued within 26 weeks** and has risen to nearly 84%. Recent single month figures show substantial improvement that indicates a significant upward shift in performance.

Permanent exclusions have reduced this quarter and results are on target. Work continues with all schools to look at ways of further reducing exclusions as part of the development of a new Inclusion Strategy.

Kent's **success rates for apprenticeships** were above national levels and ahead of target, at 75.0% for 2011/12.

Standards & School Improvement Update

The pupil attainment results in Kent schools for 2012 showed an improvement compared to the previous year at all key stages. This is good news.

At the same time performance in too many schools still does not meet the standards required. Our school improvement strategy for 2012/13 supports and challenges schools and settings to build on the success of the latest results and ensure that 2013 sees further improvement in standards overall, with even fewer schools below the floor standard.

Our school improvement strategy shows the level of support schools can expect to receive. Support ranges from Intensive for schools in an Ofsted category to Low for good and outstanding schools.

There is currently a key focus through Kent Challenge for schools in the High Support category. These are schools which are below the National Floor Standard and those which have received a Satisfactory judgement or a Requiring Improvement judgement from Ofsted at their last two inspections; for new inspections the Satisfactory grade has been replaced with a category of Requiring Improvement.

Rigorous action is being taken in the schools within the High Support category, to reduce the legacy of underperformance and to strengthen or replace leadership. All Kent Challenge schools have a detailed improvement plan and review meetings to judge progress are held every six weeks. The review meetings ensure that a good pace of improvement is maintained and that activity is re-focused when required. We are also supplying both financial and personnel support to assist rapid improvement in these schools.

There is still a legacy of underperformance in standards and of weak leadership in a significant number of the High Support schools. Teaching is also only satisfactory overall in the majority of these schools and requires rapid improvement with programmes such as

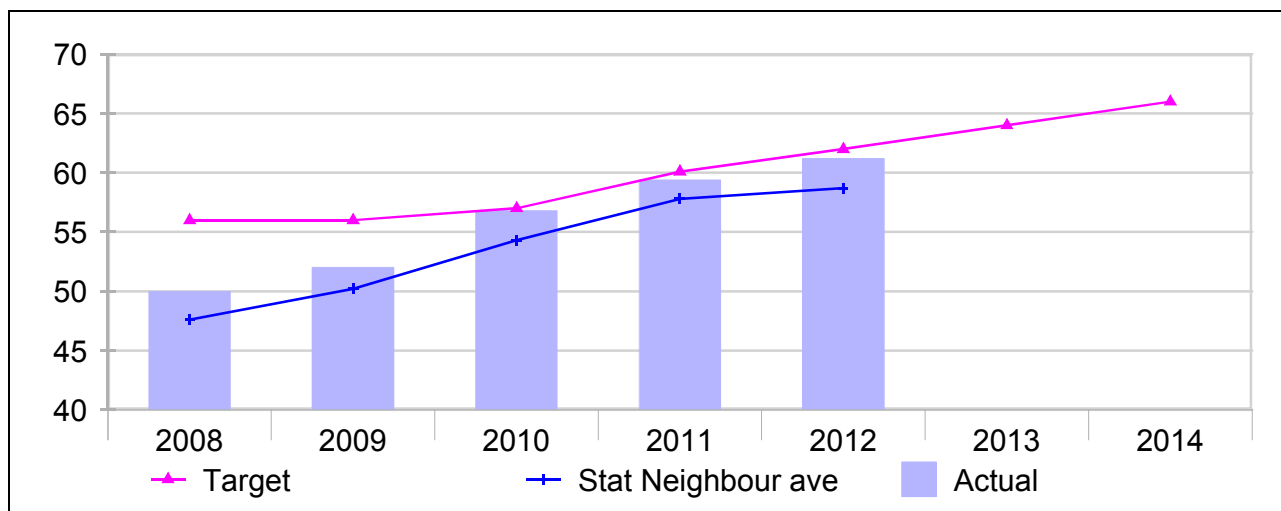
'Every Lesson Counts'. Ensuring that schools have rigorous and robust assessment procedures in place to inform teaching and monitor pupil progress is also critical for rapid improvement. Often there is a need to challenge a culture of low expectations and aspirations and a need to set more challenging targets to raise attainment for all groups of pupils.

A key issue is to improve the effectiveness of scrutiny and challenge by Governing Bodies, particularly in holding school leadership to account and in being prepared to take the necessary action when there is poor leadership. However, many Governing Bodies have responded well to the challenge and are focusing more effectively on the quality of education, the progress of pupils and the necessary actions to secure improvement.

There are significant numbers of schools in the High Support category but the number is constantly reducing, as shown by the significant improvement this year in the percentage of schools judged as Good or Better. Good progress is being made.

Percentage of pupils achieving 5+ GCSE A* to C including English and maths

AMBER



Trend Data – annual	Five year past trend and targets for next two years						
	2008	2009	2010	2011	2012	2013	2014
Actual	50.0%	52.0%	56.8%	59.4%	61.2%		
Target		56.0%	57.0%	60.1%	62.0%	64.0%	66.0%
RAG Rating		Amber	Amber	Amber	Amber		
Stat. N.	48.2%	50.2%	54.3%	57.8%	58.7%		

Commentary

Results at GCSE improved again this year with Kent performing well compared to both national and statistical neighbour averages. However, there were 15 schools below the new floor standard of 40%.

KCC is very clear about the appropriate criteria for deciding the level of support and challenge needed for each schools and this is recorded in the District Action Plans. Schools not achieving the expected levels receive an intensive programme of support, which uses all available resources in order to effect improvement in a cost effective and sustainable framework.

There is a clear understanding that if schools do not make the expected progress the following actions are considered: the serving of a Warning Notice; introducing an Interim Executive Board; changes to the leadership structure; federation or amalgamation; or conversion to a sponsored academy arrangement.

Data Notes

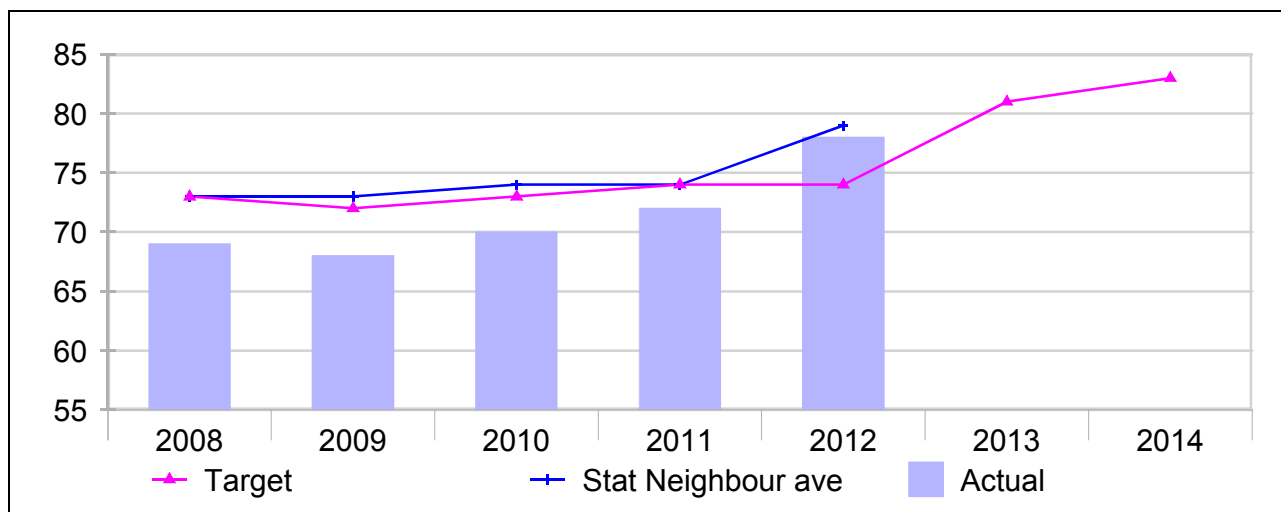
Tolerance: Higher values are better.

Data includes all pupils at state funded schools, including academies.

Data Source: Department for Education (DfE).

Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2

GREEN
↑



Trend Data – annual	Five year past trend and targets for next two years						
	2008	2009	2010	2011	2012	2013	2014
Actual	69%	68%	70%	72%	78%		
Target	73%	72%	73%	74%	74%	81%	83%
RAG Rating	Red	Red	Red	Amber	Green		
Stat. N.	73%	73%	74%	74%	78.7%		

Commentary

Results for 2012 showed a significant increase of 6% on previous year's results and ahead of the target level set. The gap to the national average has reduced to 1% (not shown on the graph).

A total of 277 schools improved their results and there was a significant reduction in the number of schools below the floor standard.

The number of schools below the 60% floor standard reduced to 20 down from 52 the previous year (numbers based on published DfE statistics and counting methods which includes additional criteria relating to pupil progress).

Excellent progress has been made through the work of Kent Challenge and with effective school leadership and meticulous attention to improving the quality of teaching and assessment.

Data Notes

Tolerance: Higher values are better

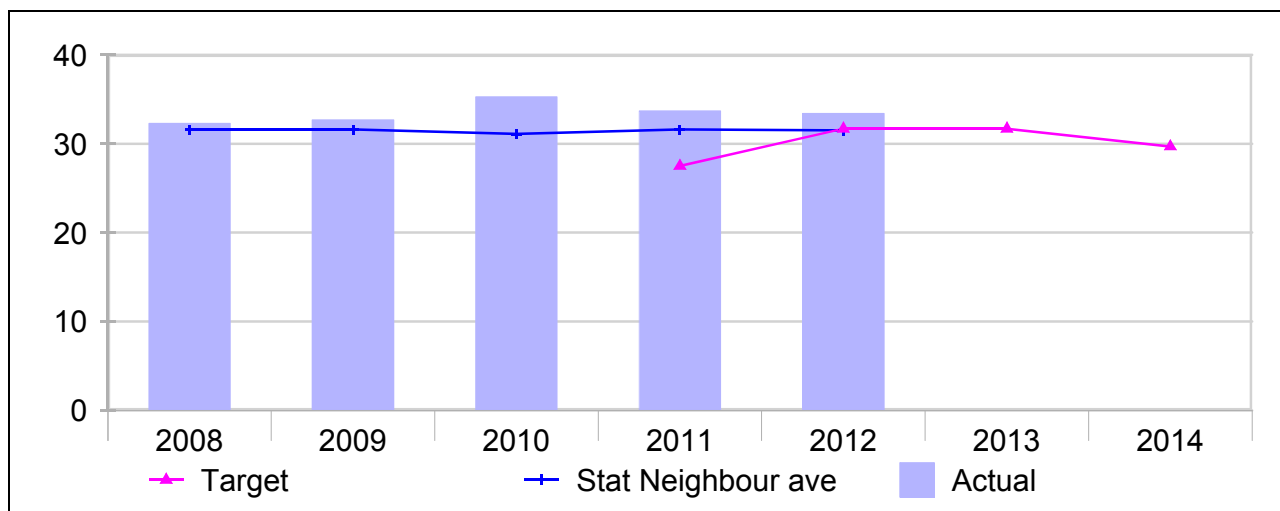
Data includes all pupils at state funded schools including academies.

There were changes to KS2 assessment in 2012 with results for Writing now based on teacher assessment and not on an externally marked test.

Data Source: Department for Education (DfE).

Percentage achievement gap between children with Free School Meals (FSM) and other children at GCSE

AMBER
↑



Trend Data – annual	Five year past trend and targets for next two years						
	2008	2009	2010	2011	2012	2013	2014
Actual	32.3%	32.7%	35.3%	33.7%	33.4%		
Target				27.5%	31.7%	31.7%	29.7%
RAG Rating				Red	Amber		
Stat. N.	31.6%	31.6%	31.1%	31.6%	34.1%		

Commentary

Only minimal improvement was achieved in the 2012 results.

Rigorous conversations are being held by the School Improvement Advisers with all schools where the achievement gap is significant. Schools are being ambitious with their targets in closing the gap and the School Improvement team is supporting school actions using the Pupil Premium.

As there is a clear connection between issues of attendance, SEN and wider social service involvement with many of these young people we are being proactive in developing integrated services such as KIAS (Kent Integrated Adolescent Support Service) and in ensuring education teams work closely with social care and support teams to support the most vulnerable young people to make better progress in learning.

Note - The 2011 target was based on average National performance and targets for future years are now based on a more realistic phased trajectory to this level over 3 years.

Data Notes

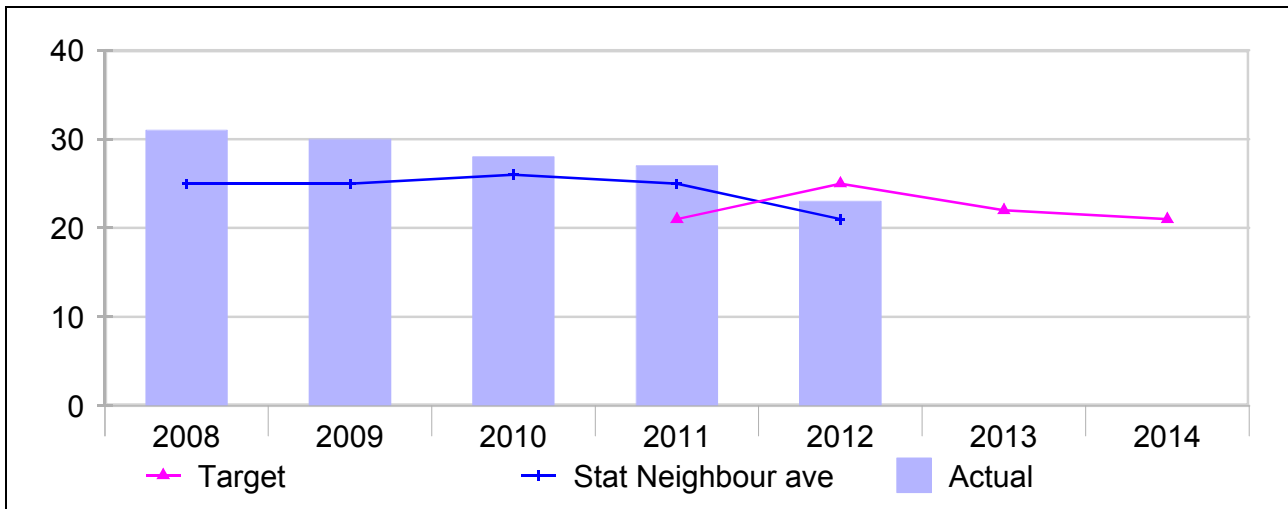
Tolerance: Lower values are better

Data is reported as result for each year. Data includes results for pupils at academies.

Data Source: Department for Education (DfE)

Percentage achievement gap between children with Free School Meals (FSM) and other children at Key Stage 2

GREEN
↑



Trend Data – annual	Five year past trend and targets for next two years						
	2008	2009	2010	2011	2012	2013	2014
Actual	31%	30%	28%	27%	23%		
Target				21%	25%	22%	21%
RAG Rating				Red	Green		
Stat. N.	25%	25%	26%	25%	21%		

Commentary

There was significant improvement in narrowing the gap at Key Stage 2 in 2012, with a gap reduction of 4%. This is the first year Kent has made significant improvement to this indicator.

Nationally the gap reduced by 3% so Kent has moved closer to the national level on this indicator. Our target trajectory is to reduce the gap in Kent to the national average level by 2015.

Data Notes

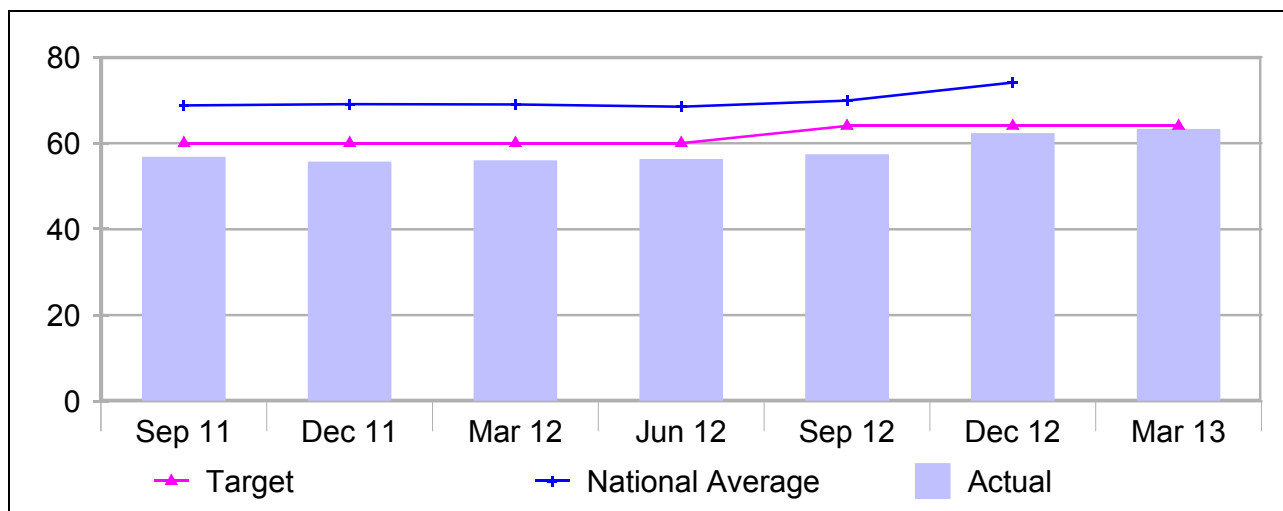
Tolerance: Lower values are better

Data includes results for all pupils including academies.

Data Source: Department for Education (DfE).

Percentage of primary schools with Good or Outstanding Ofsted inspection judgements for overall effectiveness

AMBER
↑



Trend Data – quarter end	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	56.7%	55.6%	55.9%	56.4%	56.0%	61.8%	63.2%
Target	60%	60%	60%	60%	64%	64%	64%
RAG Rating	Amber	Red	Red	Amber	Amber	Amber	Amber
Nat. Ave.	68.8%	69.2%	69.0%	68.5%	69.9%	74.1%	

Commentary

There has been good improvement in results for the second quarter in a row which is an encouraging trend. This follows a long period where performance had been relatively static for some time.

Performance is now close to the target level with the current target running to the end of the academic year, so if progress continues into the Summer term the target may be achieved.

Working in collaboration with schools the bespoke and targeted support and challenge provided through our School Improvement Strategy is designed to deliver improvements within schools against the criteria used by Ofsted (which includes quality of teaching and pupil attainment). Schools not achieving the expected improvement receive an intensive programme of support.

Data Notes

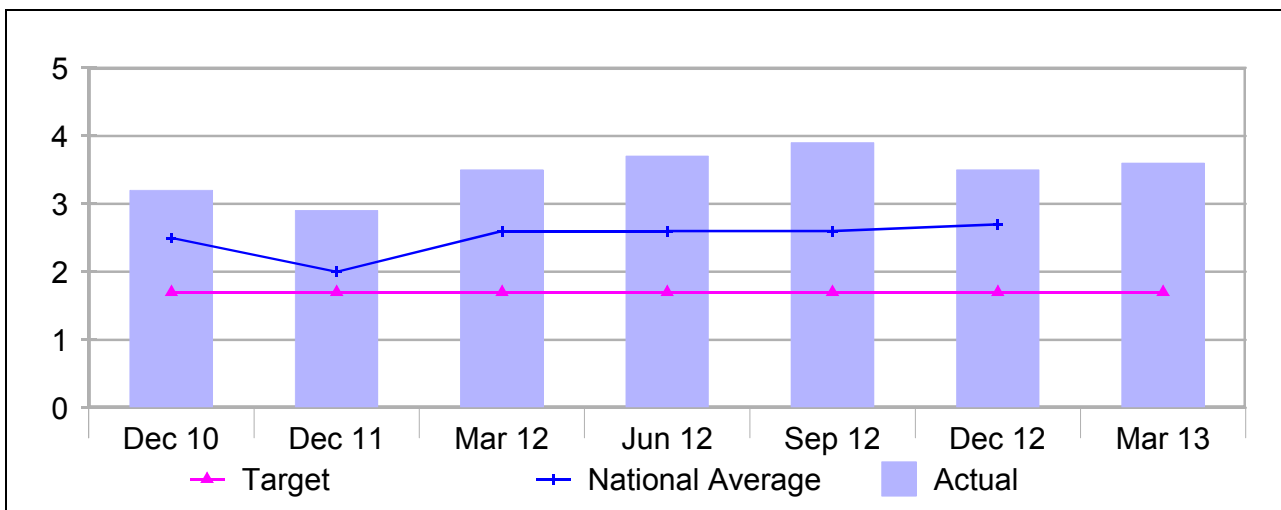
Tolerance: Higher values are better

Results are reported as snapshot at each quarter-end. Data is based on most recent inspection judgement. All state schools are included, except new sponsored academies which have not had an inspection since opening as academies.

Data Source: Ofsted

Percentage of schools in Ofsted category (special measures or with notice to improve)

RED
↓



Trend Data – quarter-end	Previous Years			Current Financial Year			
	Dec 10	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	3.2	2.9	3.5	3.7	3.9	3.5	3.6
Target	1.7	1.7	1.7	1.7	1.7	1.7	1.7
RAG Rating	Red	Red	Red	Red	Red	Red	Red
Nat. Ave.	2.5	2.0	2.6	2.6	2.6	2.7	

Commentary

The number of schools deemed inadequate by Ofsted is higher than last quarter. At the end of March there were 21 schools in category (of which 15 were in Special Measures) and with the majority of these being primary schools.

Of these schools only 5 schools in category remain from the previous Ofsted inspection framework, which came to an end in September 2011. Most of these are expected to be out of category by Spring 2013.

For schools in a category there is a clear statement of action produced by the Council and approved by Ofsted, and there is close working with the school and its governors to secure rapid improvement.

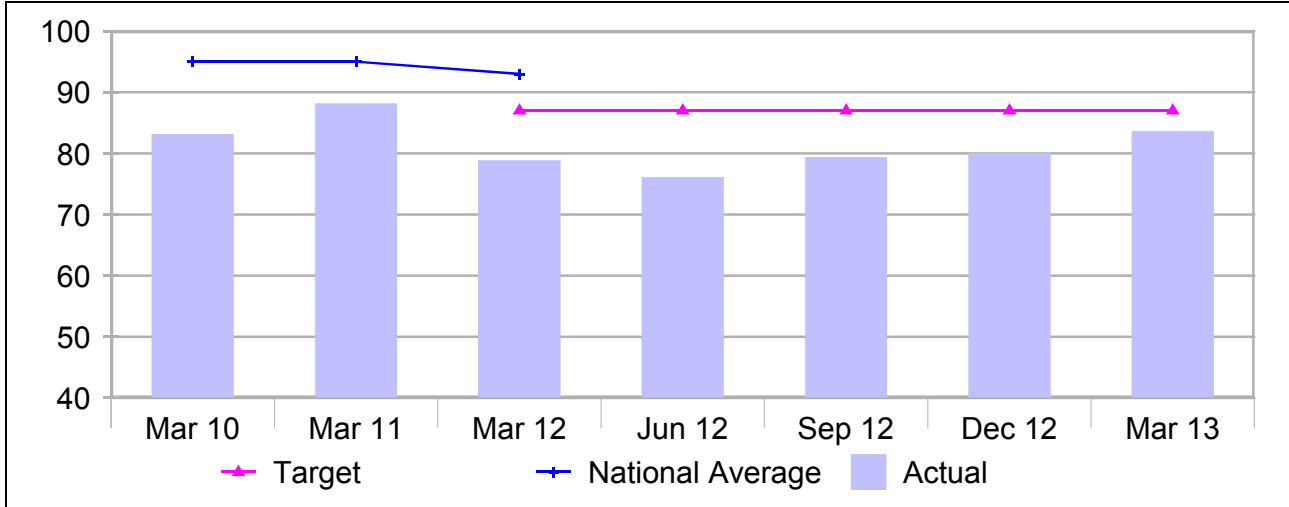
In a number of schools there is a change of leadership as a necessary pre-requisite to its improvement and for some schools there is also an expectation by DfE that they become sponsored academies. Part of our role in this process is to secure the best arrangements for improvement.

Data Notes

Tolerance: Lower values are better. Data is reported as a snapshot position at each quarter-end. Data includes all state-funded schools (nursery, primary, secondary, special schools and pupil referral units) but excludes independent schools.

Data Source: Ofsted

Percentage of SEN statements issued within 26 weeks (excluding exceptions to the rule)	AMBER ↑
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Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	83.1%	88.1%	78.8%	76.1%	79.3%	80.0%	83.6%
Target			87%	87%	87%	87%	87%
RAG Rating	Amber	Green	Red	Red	Red	Amber	Amber
Nat. Ave.	95%	95%	93%				

Commentary

Performance has improved significantly during the year but results remain below the target level. However, recent single-month figures (rather than the rolling 12-month figures shown above) are currently above Target, which if sustained will translate into a substantial increase in performance in 2013/14.

A full review of systems, staff deployment and training was completed in the year and robust actions to address findings and to deliver improvement are contained within the Business Plan for 2013/14.

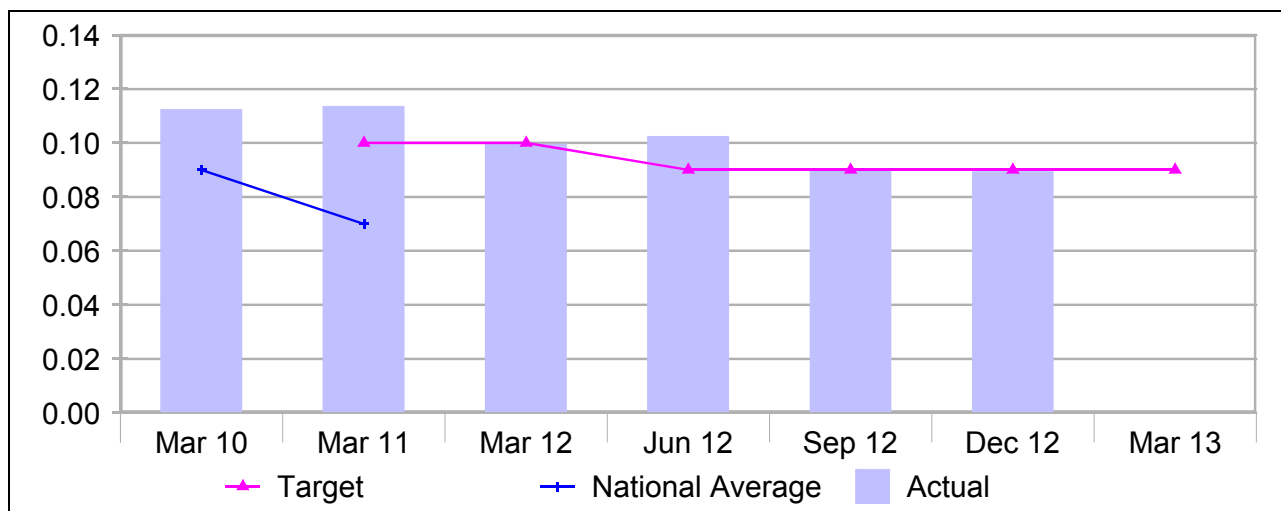
We have identified that one cause of delay is due to late receipt of medical advice. This is being taken forward as an issue with the Health and Well Being Board, to influence the commissioning plans of Health partners to ensure that they adequately resource the need to support the statmenting process. We are also moving forward with plans to increase the capacity of our mainstream and special schools to reduce delay arising from placement pressure.

Data Notes

Tolerance: Higher values are better
 Exception to the rules are circumstances set out in the appropriate legislation where specific timescales within the SEN assessment process need not be followed.
 Data Source: KCC Impulse database.

Percentage of pupils permanently excluded from maintained schools and academies

GREEN
↑



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	0.11%	0.11%	0.10%	0.10%	0.09%	0.09%	0.08%
Target		0.10%	0.10%	0.09%	0.09%	0.09%	0.09%
RAG Rating	Green	Amber	Green	Amber	Green	Green	Green
Nat. Ave.	0.09%	0.07%					

Commentary

Results this quarter have improved on the previous quarter, to ahead of target. Although the percentage rate appears to have moved only marginally this represents a significant reduction in the actual number of children excluded.

There were 167 permanent exclusions in the last 12 months, which compares to 213 for the previous financial year, a 21% reduction in numbers.

The national data for exclusions is collected in January following an academic year and published in July. Data for academic year 2011/12 will therefore not be available until July 2013.

Data Notes

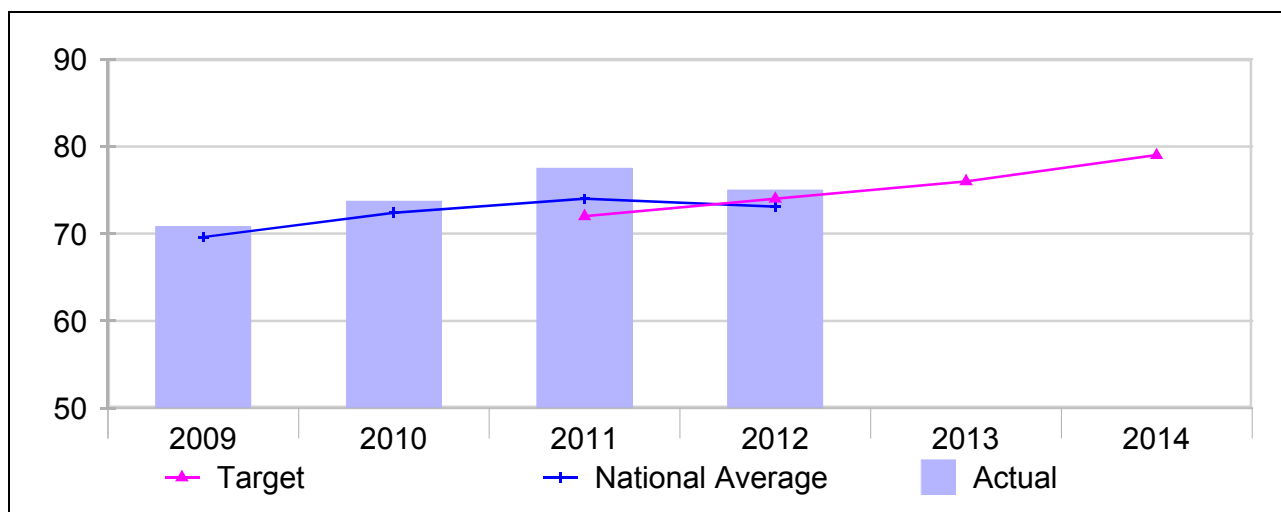
Tolerance: Lower values are better

Data is reported as rolling 12 month total. Data includes pupils in maintained schools and academies. National averages are based on full academic year result and not financial year.

Data Source: Impulse database.

Success rates for apprenticeships for 19-24 year olds

GREEN



Trend Data – annual	Four year past trend and targets for next two years					
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Actual	70.8%	73.7%	77.5%	75.0%		
Target			72%	74%	76%	79%
RAG Rating		Green	Green	Green		
Nat. Ave.	69.6%	72.4%	74.0%	73.1%		

Commentary

Success rates in Kent for 2011/12 continue to be above national although the rate this year was lower than last year.

Apprenticeship starts have been rising each year but there has been a slight decrease in the current academic year both locally and nationally. The decrease in Kent is however less than the decrease seen nationally.

We are working closely with the Kent Association of Training Organisations (KATO), the Kent Association of Further Education Colleges (KAFEC) and the National Apprenticeship Service (NAS) to improve the apprenticeship success rate.

We have set up The Kent Employment Programme which offers a flexible grant fund of £2,000 to encourage local businesses to take on young unemployed people as apprentices. The Programme has helped employers recruit 237 young people to start an apprenticeship in the last 12 months. Our Vulnerable Learner apprentice scheme has also had 71 starts.

Data Notes

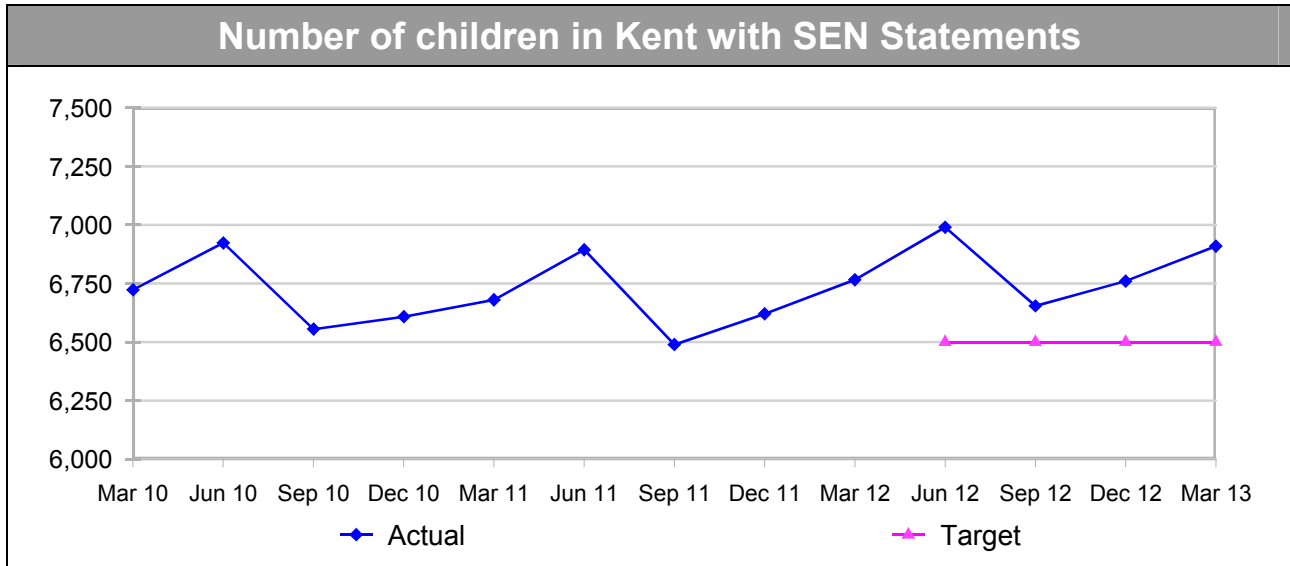
Tolerance: Higher values are better.

Targets have been set for age range 16 to 24 although data for this age range is not currently available.

Data Source: National Apprenticeship Service.

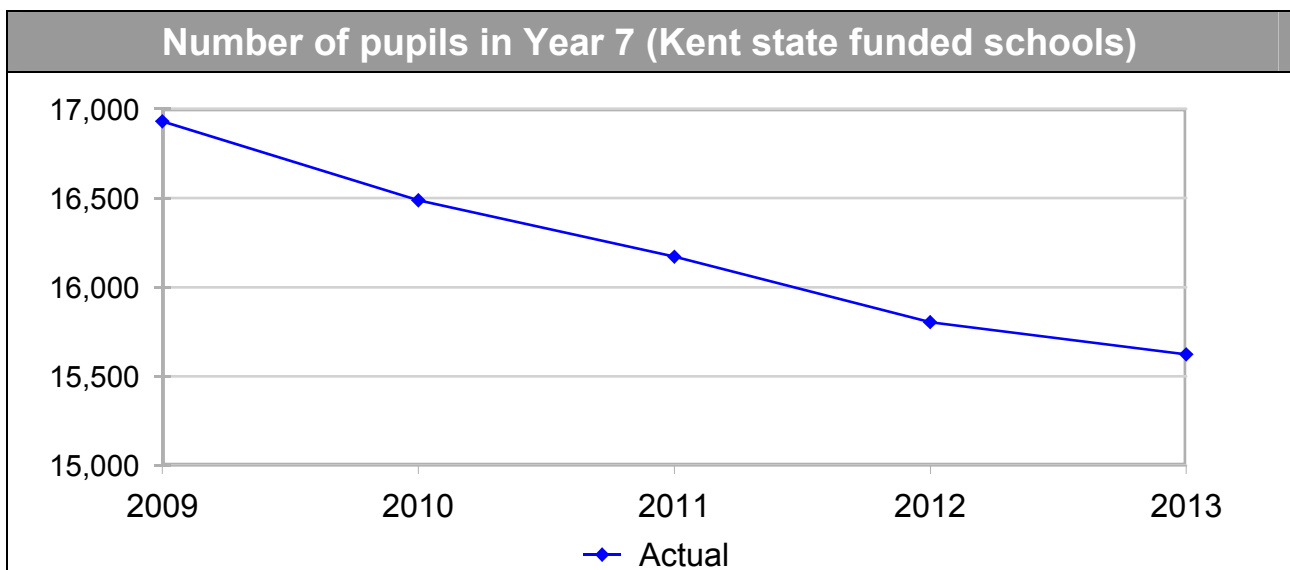
Education, Learning and Skills - Lead indicators

The number of children with **statements of SEN** in Kent schools shows a seasonal pattern over the academic year. At the end of March there were 6,909 pupils with statements, which is a 2% increase on the same time last year.



The **number of Year 7 pupils** starting their secondary education within Kent schools has been showing a steady decrease over the last few years, with the January 2013 pupil census count being 15,623, which is a 5.5% decrease on the count of 3 years ago. Overall secondary school pupil numbers have decreased by 2.3% over the same time period.

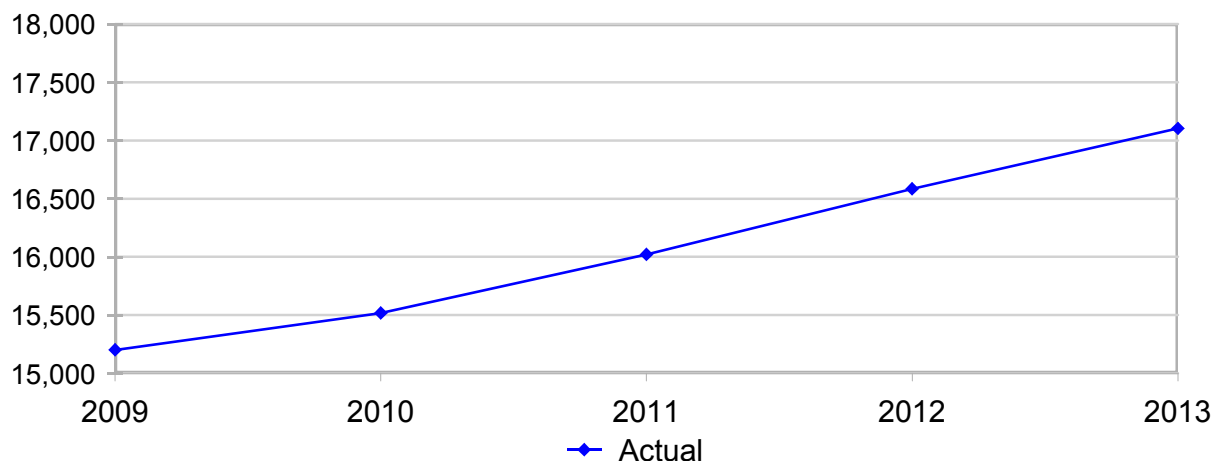
The trend for decreasing numbers entering secondary education is likely to come to a halt after next year, as the Year 6 year-group is currently the smallest cohort at a count of 15,131. After next year the trend in pupil numbers entering secondary education will follow the increasing trend currently being seen in Reception year.



Education, Learning and Skills - Lead indicators

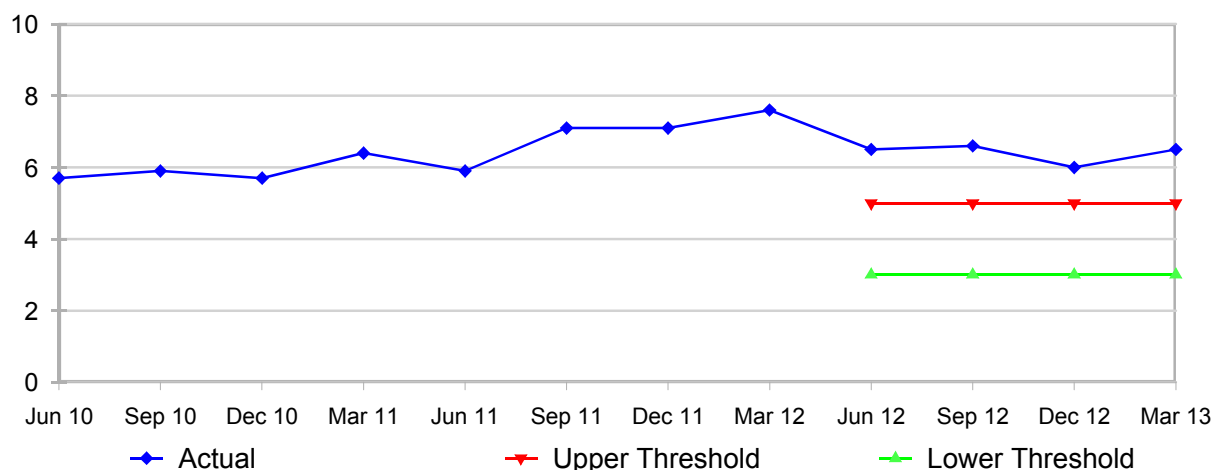
The **number of Reception Year pupils** starting their primary education within Kent schools has been on a steady increase over the last five years, with the January 2013 pupil census count being 17,105, which is a 9.3% increase on the count of 3 years ago. Overall primary school pupil numbers have increased 4.5% over the same time period.

Number of pupils in Reception year (Kent state funded schools)



The **percentage of young people aged 18 to 24 claiming Job Seekers Allowance** is lower this quarter (at 6.5%), compared to the recent high peaks seen in previous quarters (7.4% to 7.9%). However the rate remains significantly above pre-recession levels, and we wish to see youth unemployment levels return to historic levels of around 4%.

Percentage of young people aged 18 to 24 claiming JSA



Integrated Youth Service

Bold Steps Priority/Core Service Area	Better target youth service provision at those most at risk of falling into offending behaviour
Cabinet Member	Mike Hill
Portfolio	Community Services
Director	Angela Slaven
Division	Service Improvement

The numbers of first time youth offenders in Kent continues to reduce. In recent years this has been both a local and a national trend. There has been a slight increase in numbers in the last quarter of the year, but the provisional year end position shows more than a 25% reduction in the numbers entering the youth justice system this year when compared to the previous year.

Indicator Description	Previous Status	Current Status	Direction of Travel
Number of first time entrants to youth justice system	GREEN	GREEN	↓

Key to success in this area are the Youth Inclusion Support Panel (YISP) staff, who are integrated into the four locality based teams of the Youth Offending Service. These teams work with siblings of known offenders who are therefore at higher risk of offending and this work is proving effective with only a relatively low percentage of children and young people they have worked with subsequently entering the youth justice system.

The YISP teams also work closely with Kent Police to support Restorative Justice initiatives, which are available countywide and help divert children and young people from the youth justice system, while enabling access to services appropriate to their needs. The restorative justice clinics provide a process for holding children and young people accountable for their behaviour, while enabling them not to acquire a criminal record and to move on in a positive way from the experience.

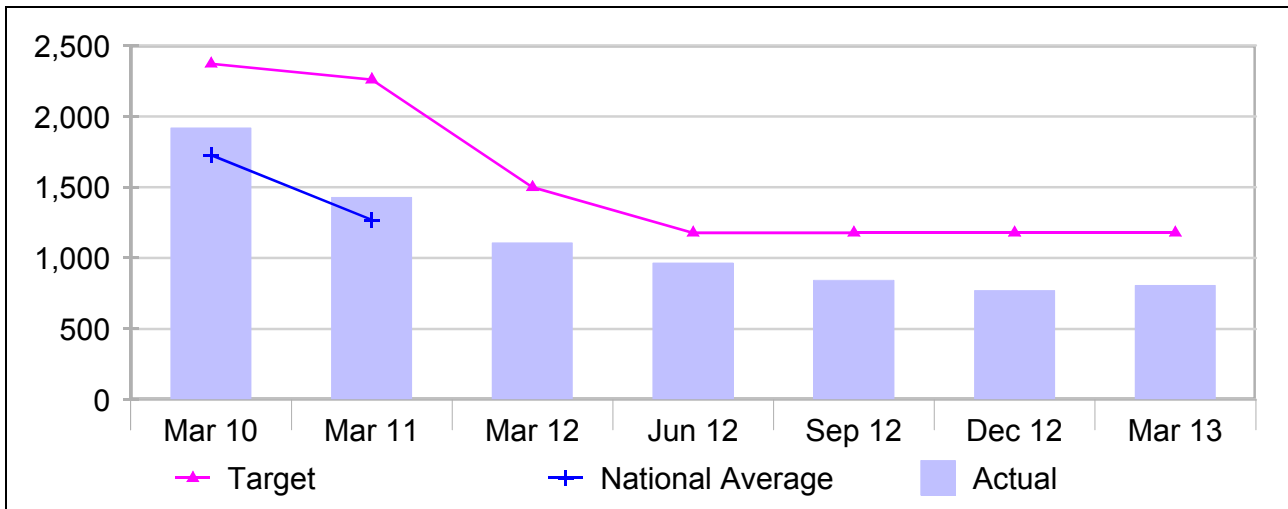
The new Kent Integrated Adolescent Support Service (KIASS) is working closely with the Integrated Young Service on the target to reduce the numbers entering the youth justice system for the first time, and is in a position to help ensure that services are being accurately matched to the needs of children and young people at risk of offending, so reducing that risk.

Our intention to work with the recently elected Police and Crime Commissioner remains, and with the Youth Commissioner if the role is appointed to in relation to the Objective in the Kent Police & Crime Plan, "To Tackle youth crime and youth victimisation".

A key risk to continued progress in this area is the current economic climate and higher levels of youth unemployment in the county brings a risk that some young people could become demoralised and as a result more vulnerable to offending.

Number of first time entrants to the youth justice system – rolling 12 month totals

GREEN
↓



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	1,918	1,428	1,108	965	842	799	807
Target	2,372	2,325	1,500	1,178	1,178	1,178	1,178
RAG Rating	Green	Green	Green	Green	Green	Green	Green
Nat. Ave.	1,727	1,269					

Commentary

The downward trend in the numbers of children and young people entering the youth justice system has been sustained.

Key to success in this area are the Youth Inclusion Support Panel (YISP) staff, who are integrated into the four locality based teams of the Youth Offending Service.

The rolling twelve month figure (provisional for Quarter 4), when compared with the figure for the year ending March 2012 shows a percentage fall of 27.2%.

Included within priorities for 2013/14 is the development of closer working of Youth Workers, KIASS and YISP teams to increase the co-ordination of the available resources. Learning will continue to be drawn from a pilot work in this area being undertaken in Ashford.

Data Notes

Tolerance: Lower values are better.

Data is reported as a rolling 12 month total. The national average shown is a pro-rata conversion of a per 100,000 population rate.

Data Source: Careworks case management system for local data. Ministry of Justice for national average.

Adult Social Care

Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets
Cabinet Member	Graham Gibbens
Portfolio	Adult Social Care and Public Health
Corporate Director	Andrew Ireland
Divisions	Older People and Physical Disability Learning Disability and Mental Health

Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of clients who receive a personal budget and/or a direct payment	GREEN	GREEN	↑
Number of clients receiving a telecare service	GREEN	GREEN	↑
Number of clients provided with an enablement service	AMBER	AMBER	↑
Percentage of assessments completed within six weeks	GREEN	GREEN	↑
Percentage of clients satisfied that desired outcomes have been achieved	AMBER	AMBER	↔

The percentage of clients with a **personal budget and/or a direct payment** has increased again this quarter. Local targets were revised downwards earlier in the year following the announcement that the national target for the year had been revised from 100% to 70%. It is now accepted that personal budgets are not appropriate for all people in receipt of short term community based social care support or provision of fast-track equipment.

The number of clients with **telecare** continues to increase and is ahead of target. We continue to monitor the types of equipment being provided to ensure that people are benefiting from the more sophisticated equipment, as well as the basic types, such as smoke alarms.

The number of clients receiving an **enablement service** has increased this quarter although performance is still behind target. A key factor here is that other types of enabling services such as telecare and intermediate care are reducing the need for a formal enablement service and in future we will wider the definition of the indicator to include other enabling services. In order to increase take-up of formal enablement services we are increasing service capacity and working closely with hospitals to ensure enablement is always considered as an option to help support people return home.

The percentage of **assessments completed within six weeks** continues to be ahead of target.

The percentage of **clients satisfied** that desired outcomes have been achieved at their first review was slightly behind target for the quarter but only by a small margin.

Adult Social Care Transformation Programme Update

Since the last quarterly report, work has largely focussed on procuring a transformation and efficiency partner to provide additional resource and expertise to the programme. The tender was advertised through the Health Trust Europe (HTE) framework and a mini-competition (open to 19 organisations that specialise in organisational change) took place. At the end of the 3 stage process, Newton Europe was awarded the contract on the basis that they had consistently scored highest of the bidders. The contract has been awarded on a contingency model which links payment of fees to the actual delivery of annualised savings.

Newton Europe started their 2 year programme of work in May. The Programme will focus of 3 areas:

- Care Pathways
- Optimisation
- Commissioning

The programme will deliver efficiencies and improvements in service delivery which will have deliver improved service delivery and outcomes for clients at reduced cost.

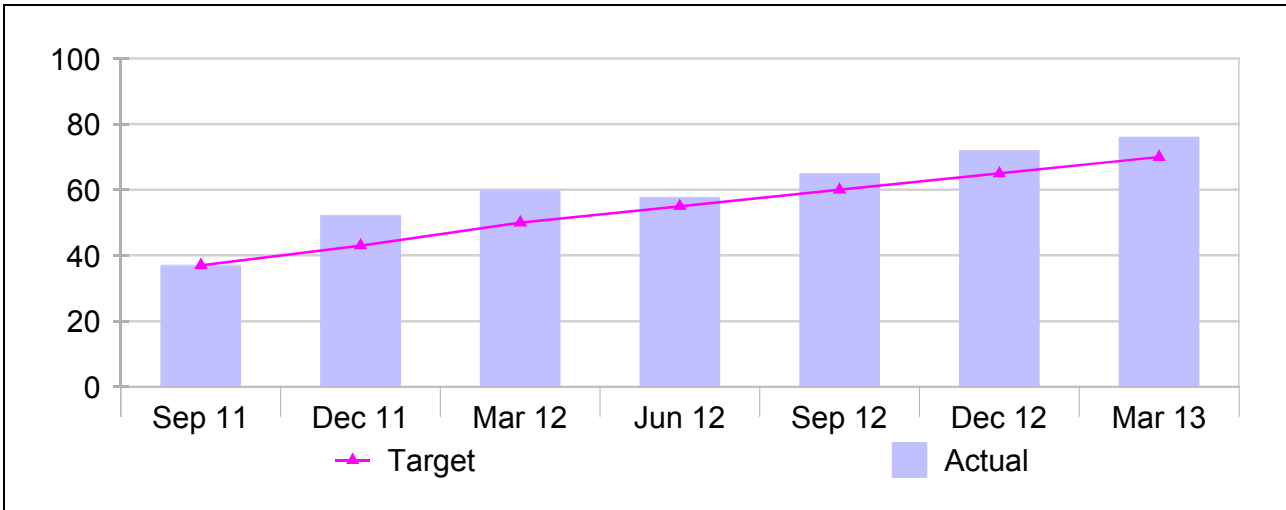
Although some of the more transformational changes will take time to implement and for expected benefits to be realised, it is expected that the Programme will deliver significant improvements and savings during 2013/14 with other related internally managed projects also contributing to service improvement and cost reduction.

To manage this level of change effectively and to allocate resources to the highest priority work, the scope of the Transformation Programme will be clearly defined. This will include reviewing all change activity within the service and identifying those elements which should continue and be coordinated through the Transformation Programme and those elements which should be stopped or put on hold till a later date. It is expected that the objectives of various wider corporate programmes can be integrated into Adult Social Care Transformation Programme, although further work is needed to align timescales.

To reflect the widened scope of the Transformation Programme and to ensure consistency, oversight and coherence for all transformational activity, a review of governance arrangements is underway. Appropriate Programme Boards, supported by performance staff and finance staff will have responsibility for ensuring that expected benefits are realised. Performance dashboards will be developed to enable Programme Boards to monitor progress and to maintain a focus on the realisation of benefits.

Percentage of clients with community based services who receive a personal budget and/or a direct payment

GREEN
↑



Trend Data – quarter end	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	37%	52%	60%	58%	65%	72%	76%
Target	37%	43%	50%	55%	60%	65%	70%
RAG Rating	Green	Green	Green	Green	Green	Green	Green
Clients	8,892	10,079	11,416	10,253	10,612	11,732	12,225

Commentary

Performance for the quarter is ahead of target and shows an improvement on last quarter.

Allocation of a personal budget ensures people who receive support from us for their needs have choice and control over how this is provided.

The approach to increasing take-up of personal budgets is to ensure that all new clients are allocated a personal budget, and that existing clients are allocated a personal budget when their service is reviewed.

Data Notes

Tolerance: Higher values are better.

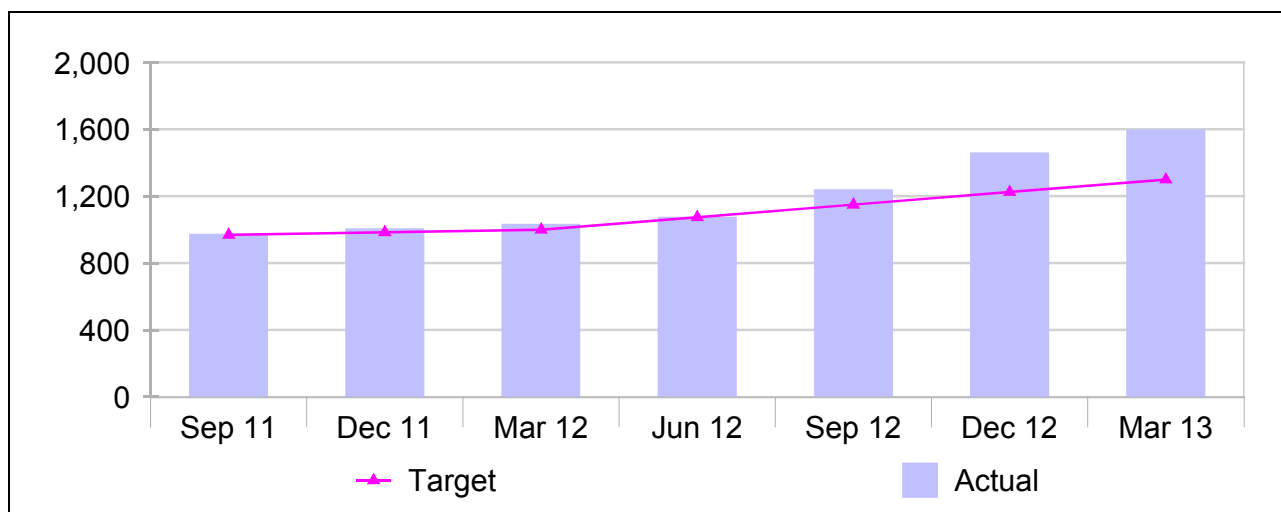
Data is reported as the snapshot position of current clients at the quarter end.

This indicator uses a different definition from the national indicator, which is measured for all clients with a service during the year, including carers.

Data Source: Adult Social Care Swift client system

Number of clients receiving a telecare service

GREEN
↑



Trend Data –quarter end	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	973	1,006	1,032	1,074	1,240	1,460	1,596
Target	970	985	1,000	1,075	1,150	1,225	1,300
RAG Rating	Green	Green	Green	Amber	Green	Green	Green

Commentary

The number of people in receipt of a telecare service has exceeded the quarter 4 target.

Telecare is now a mainstream service and is being promoted as a key mechanism for supporting people to live independently at home. This includes promoting telecare through hospitals and also to support people after a period of enablement.

The availability of new monitoring devices (for dementia for instance) is expected to increase the usage and benefits of telecare. In addition, the provision of telecare can now be included within Personal Budgets, where appropriate.

It is critical that awareness training continues to be delivered to staff to ensure we optimise the opportunities for supporting people with more complex and enabling teletechnology solutions.

Data Notes

Tolerance: Higher values are better.

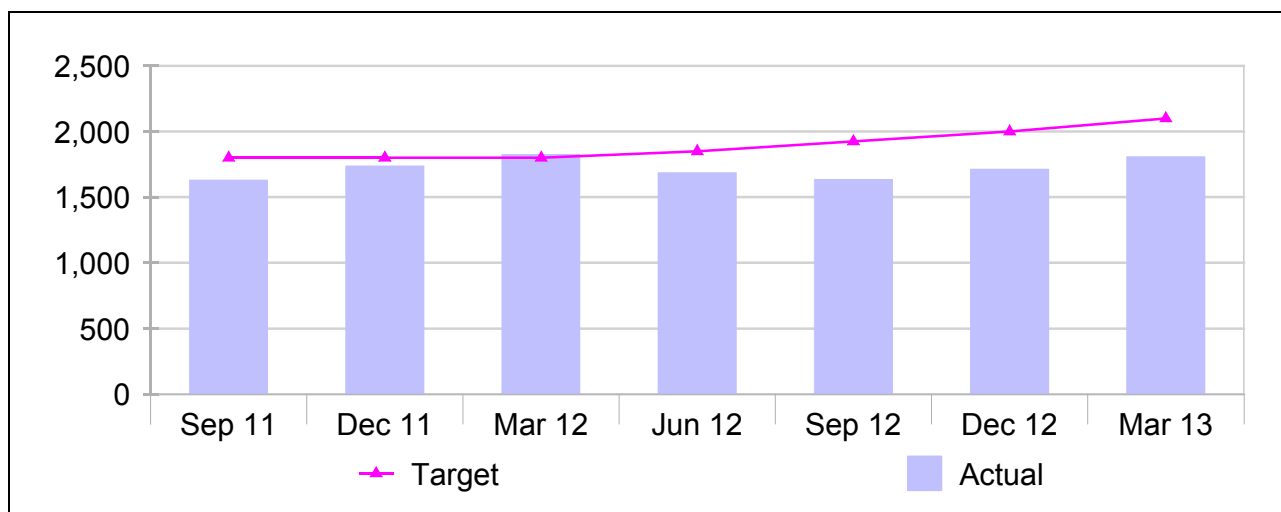
Data is reported as the position at the end of the quarter.

No comparative data from other local authorities is currently available for this indicator.

Data Source: Adult Social Care Swift client system.

Number of clients provided with an enablement service

AMBER



Trend Data – by quarter	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	1,631	1,736	1,826	1,687	1,634	1,712	1,809
Target	1,800	1,800	1,800	1,875	1,900	1,925	1,950
RAG Rating	Amber	Amber	Green	Amber	Red	Amber	Amber

Commentary

The number of clients receiving an enablement service increased this quarter but performance remains behind target.

In the short term, actions to improve the use of enablement include:

- Work is underway to increase the capacity of the enablement service.
- There is more work underway in hospitals to help support people return home through enablement.
- Research into the availability of enablement places is being undertaken, together, with an analysis of reasons for placements being refused, so that appropriate actions can be put in place.

It is also apparent that other enabling type services such as intermediate care, telecare and the short term beds strategy may be reducing the need for standard enablement services. A mapping of all of these services will be undertaken to determine the impact of these interdependencies and the findings of this work will be reported in due course.

This indicator will be widened in 2013/14 to include all enabling based services.

Data Notes

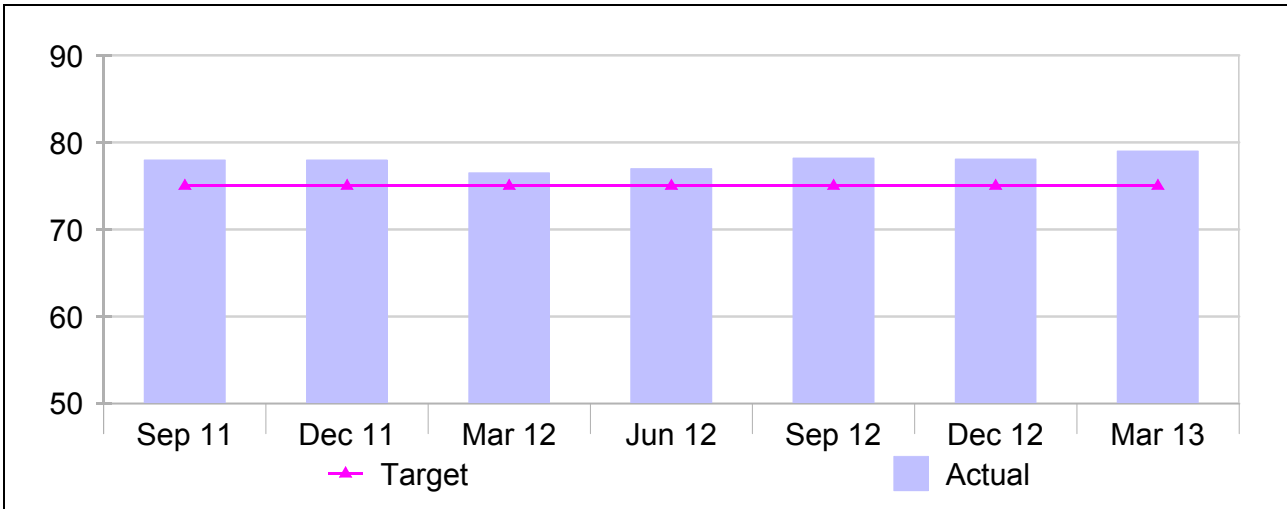
Tolerance: Higher values are better.

Data is reported as the number of new clients accessing the service during the quarter.

Data Source: Adult Social Care Swift client system.

Percentage of assessments completed within six weeks

GREEN
↑



Trend Data – by quarter	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	78%	78%	77%	77%	78%	78%	79%
Target	75%	75%	75%	75%	75%	75%	75%
RAG Rating	Green	Green	Green	Green	Green	Green	Green

Commentary

Performance for the quarter was ahead of target.

This indicator serves to ensure that we have the right balance between ensuring enablement is delivered effectively and ensuring the whole assessment process is timely. Clients receiving enablement services will be receiving this during and as part of the assessment process.

The target level of 75% of assessments to be completed within 6 weeks, helps ensure that clients do not spend too much time in an enablement service, or are not pushed through the assessment process too quickly.

Data Notes

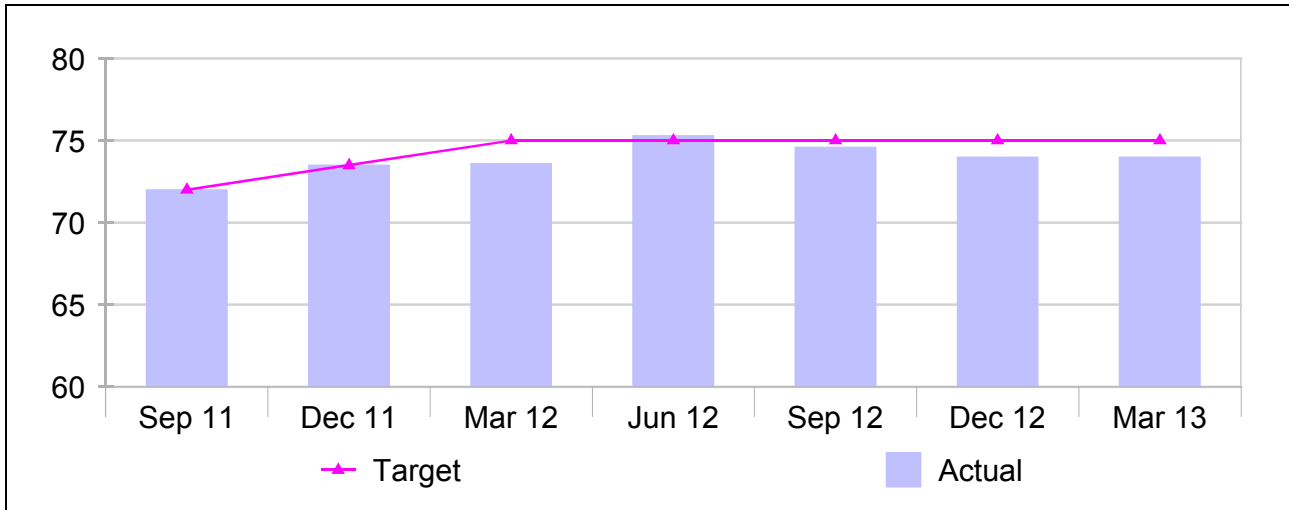
Tolerance: Higher values are better.

Data is reported as the number of new clients accessing the service during the quarter.

Data Source: Adult Social Care Swift client system.

Percentage of clients who are satisfied that desired outcomes have been achieved at their first review

AMBER



Trend Data – by quarter	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	72%	73.5%	73.6%	75.3%	74 %	74%	74%
Target	72%	73.5%	75%	75%	75%	75%	75%
RAG Rating	Green	Green	Amber	Green	Amber	Amber	Amber

Commentary

Performance for the indicator was slightly behind target for the most recent quarter.

People’s needs and outcomes are identified at assessment and then updated when their service is reviewed, in terms of achievement and satisfaction.

The information collected through this indicator is being used to support the development and commissioning of services to ensure they meet the needs of individuals.

In order to improve performance, there will be a series of intensive workshops undertaken in June and July for all staff to ensure that they continue to understand the concept of personal outcomes and are confident in recording this information on the system.

Data Notes

Tolerance: Higher values are better.

Data is reported as the percentage achieved for each quarter.

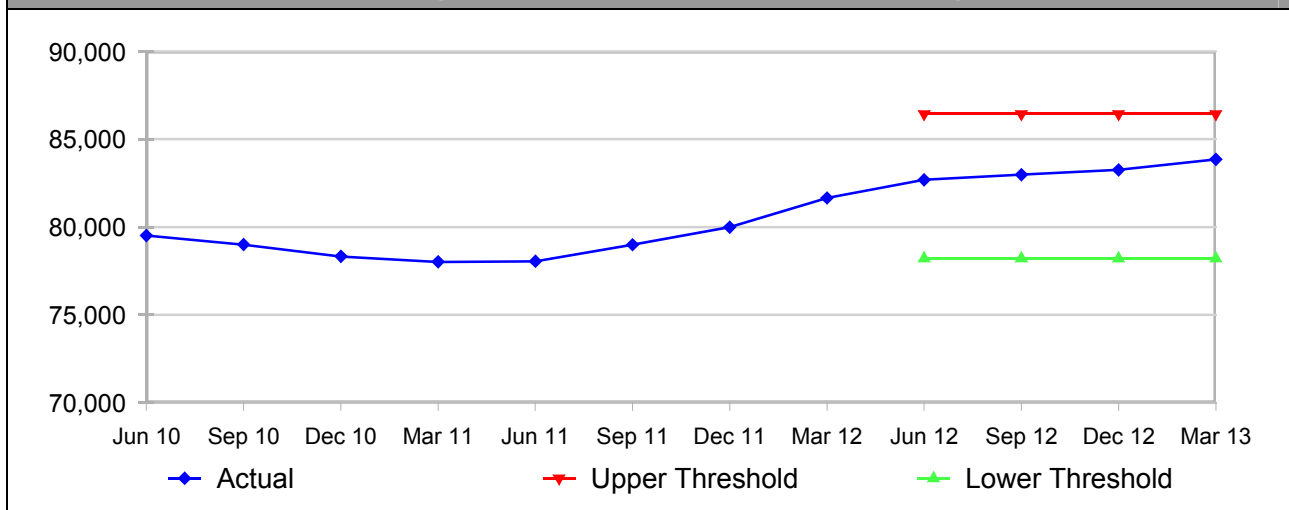
Data Source: Adult Social Care Swift client system.

Adult Social Care – Lead Indicators

All Lead Indicators for Adult Social Care are currently within the expected ranges. The expected range is based on the affordable level set in the financial budget. More detail on these indicators can be found within the Council’s financial monitoring reports.

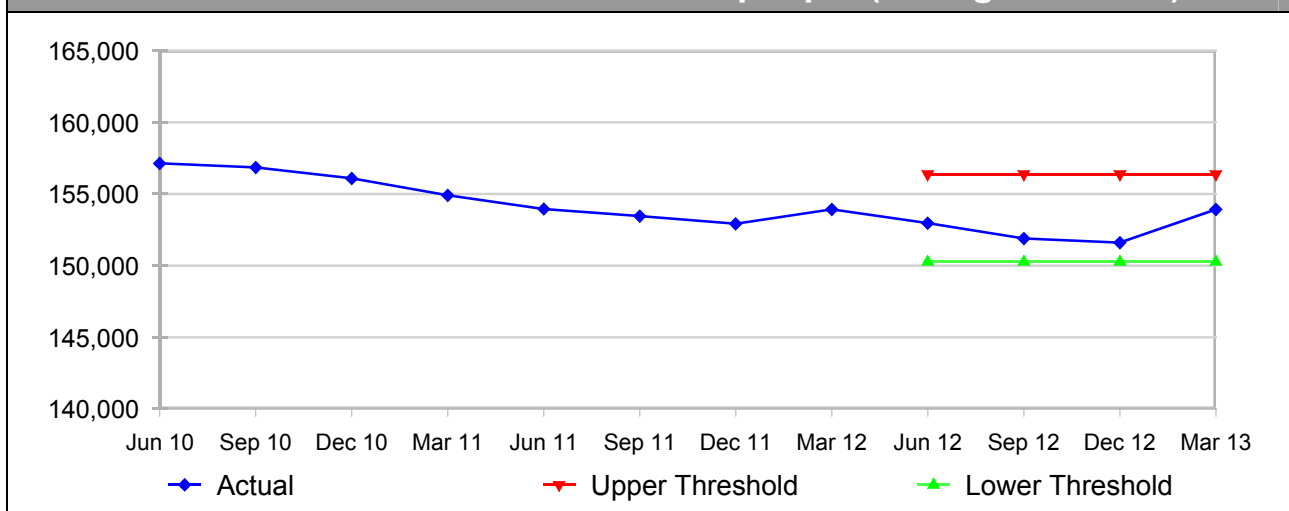
The number of **weeks of nursing care for older people** has been increasing in recent quarters and is now just over 83,000 for the last 12 month period.

Weeks of nursing care for older people (rolling 12 month)



The number of **weeks of residential care for older people** purchased externally has been reducing over time and was just over 153,500 in the last 12 months. However the final figure for the year ended March 2013 was higher than anticipated with an increase in the last quarter.

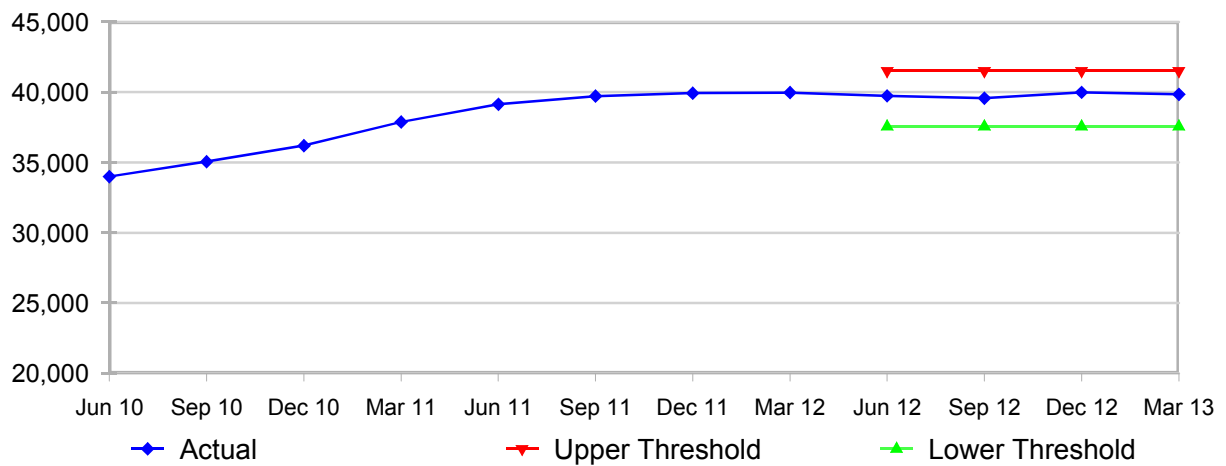
Weeks of residential care for older people (rolling 12 month)



Adult Social Care – Lead Indicators

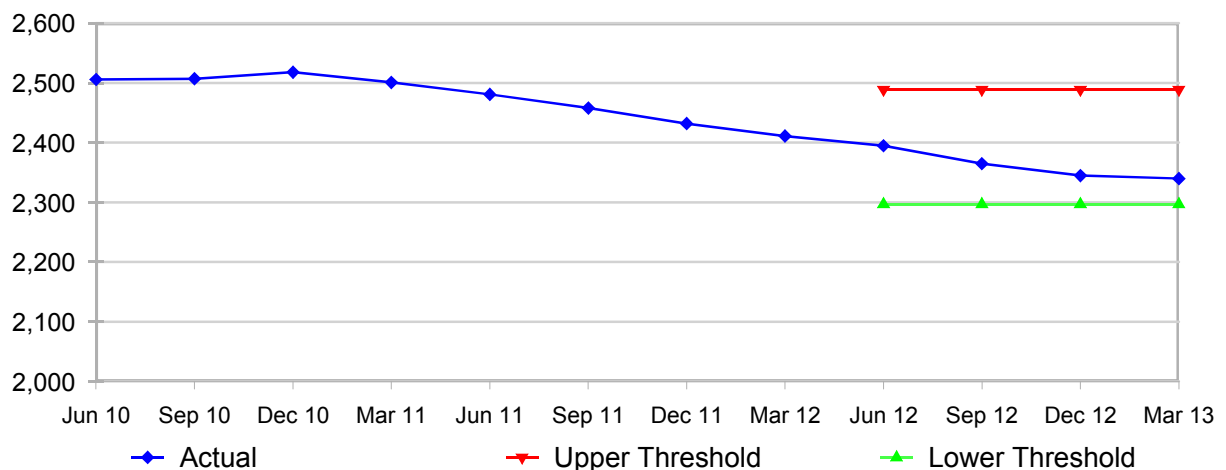
The number of weeks of **residential care for clients with learning disability** showed an increase during 2011 and then levelled out during 2012 with the number of weeks remaining close to 40,000 for the last financial year.

Weeks of residential care for learning disability (rolling 12 month)



The number of **hours of domiciliary care** provided for older people has been reducing each quarter for the last two years. The hours delivered in the last 12 months has just exceeded 2,340,000.

Hours domiciliary care for older people (rolling 12 month, thousands)

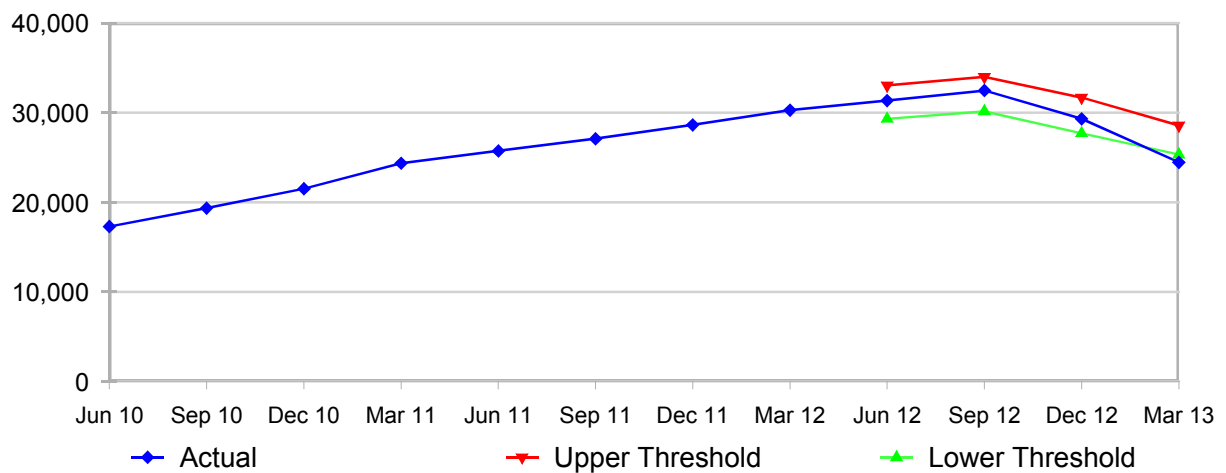


Adult Social Care – Lead Indicators

The number of weeks of **supported accommodation** provided for clients with learning disability increased rapidly up to October 2012. From October 2012 a significant number of these clients have transferred to the new Supporting Independence Service and as a result the weeks of supported accommodation have been reducing.

A new and more appropriate indicator will need to be agreed for the Council Budget Monitoring report which will then be replicated in this report.

Weeks supported accommodation learning disability (rolling 12 month)



Highways & Transportation

Bold Steps Priority/Core Service Area	Highways
Cabinet Member	David Brazier
Portfolio	Transport and Environment
Director	John Burr
Division	Highways & Transportation

Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of routine highway repairs completed within 28 days	GREEN	GREEN	↓
Average number of days to repair potholes	GREEN	GREEN	↓
Percentage of satisfied callers for Kent Highways 100 call back survey	AMBER	AMBER	↑

Performance for completing **routine repairs within 28 days** was 94.9% for the year and above the target of 90%.

The average number of days to complete a **pothole repair** increased slightly in the quarter due to higher winter demand, with the year end result ahead of target at 13.4 days.

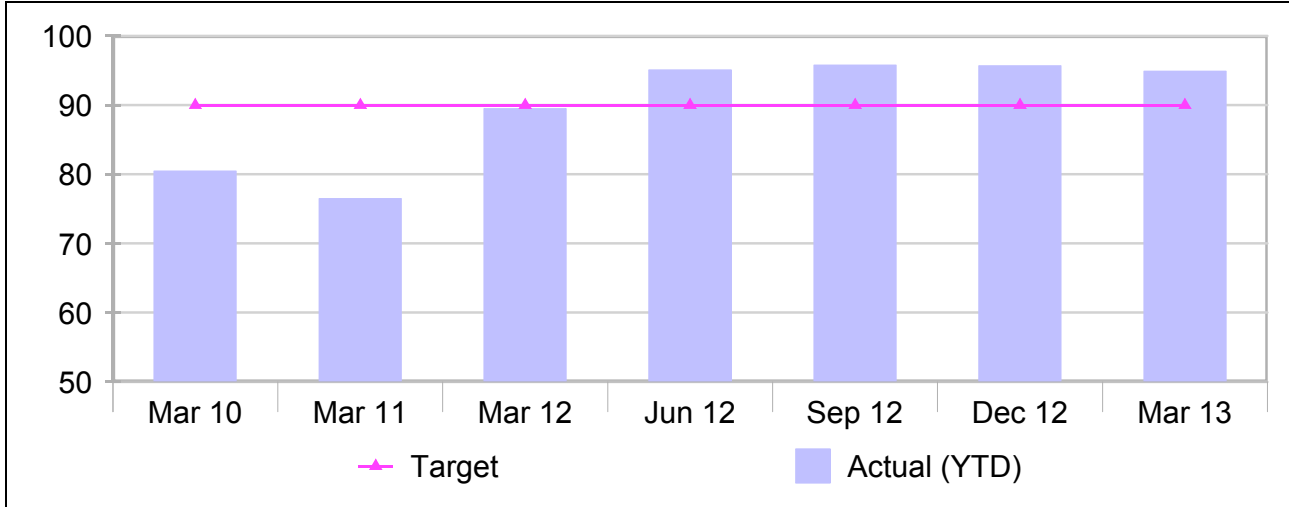
Customer satisfaction measured through our monthly 100 call back survey was 77.5% for the quarter, above the target of 75%. The year to date figure at 73.5% was just below target, with satisfaction adversely affected due to the wet summer weather impacting on grass and weed growth, and the change in approach to gully cleaning, moving from a reactive service to a programmed one.

Business Plan progress

The division has made good progress against all business plan objectives so far this year including the delivery in the last quarter of:

- The construction of two new 'wetbays' in Aylesford and Ashford to help improve efficiency of the gully cleaning service and the recycling of gully waste.
- The Department for Transport (DfT) gave approval for Kent to become the first County in the country to operate a Lane Rental scheme. The scheme will start in May this year and will help minimise the disruption caused by road works on the most critical parts of the County's road network.
- The mobilisation of the new Technical and Environmental Services Contract (TESC) with Amey (the previous contract with Jacobs ended on 31 March).

Percentage of routine highway repairs completed within 28 days **GREEN**
↓



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	80.5%	76.5%	89.5%	95.1%	95.8%	95.7%	94.9%
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Amber	Red	Amber	Green	Green	Green	Green
Jobs	44,065	67,012	61,248	6,486	14,632	22,396	40,389

Commentary

The wet weather of the previous quarter was followed by one of the coldest and prolonged winters on record. Freezing conditions were experienced right through to the end of March and there were two major snow emergencies, one in January and one in March.

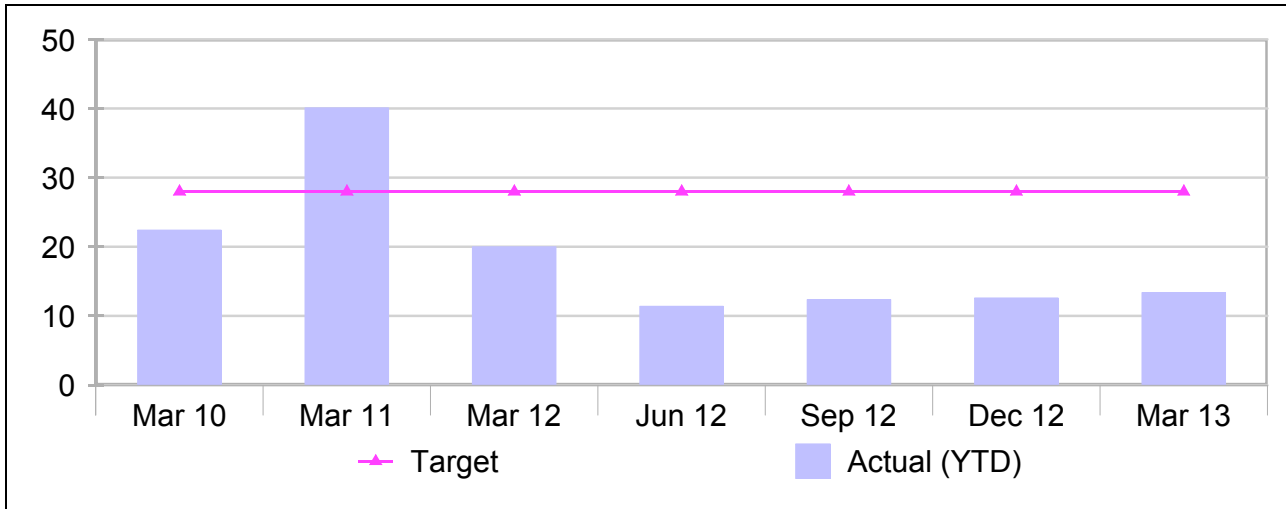
The number of jobs increased compared to the last quarter and the snow and freezing conditions meant that many jobs had to be postponed. However, we managed to maintain high levels of performance and finished the year well above the 90% target – a significant improvement on last year.

Data Notes

Tolerance: Higher values are better.
 Data is reported as year to date figures. The indicator includes requests for repairs made by the public but not those identified by highway inspectors.
 Data Source: KCC IT system (WAMS).

Average number of days to repair potholes

GREEN



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	22.4	40.1	20.0	11.4	12.4	12.6	13.4
Target	28	28	28	28	28	28	28
RAG Rating	Green	Red	Green	Green	Green	Green	Green
Jobs	17,217	25,495	11,645	2,501	4,568	7,299	14,032

Commentary

The extremely wet conditions in 2012, followed by a prolonged cold spell right through this quarter, have caused an increase in potholes. As reported last time, we predicted this and were ready to commence a pothole find and fix programme, which started in February. The find and fix programme has helped us to stay on top of pothole repairs and maintain a good response rate. The cold weather delays have slightly increased the average repair time but it is still a great improvement on previous years.

Although we completed two and a half times more pothole jobs compared to last quarter, the total number for the year is still significantly down compared to past historic trends, which suggests that the additional investment in resurfacing and surface treatments is paying off.

Data Notes

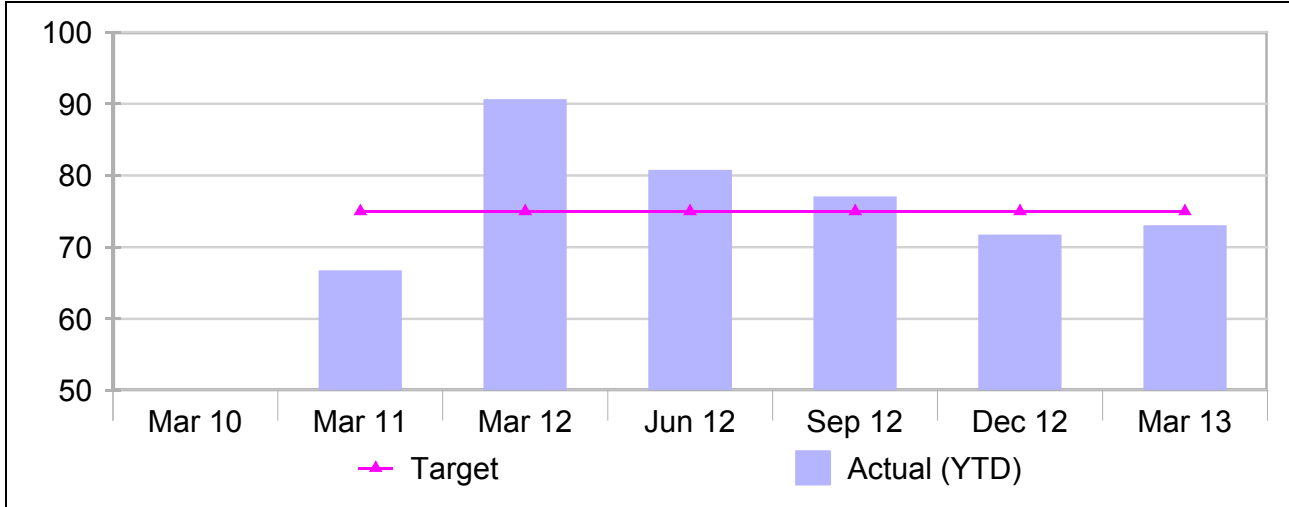
Tolerance: Lower values are better.

Data is reported as year to date figures. The indicator includes both requests for pothole repairs made by the public and those identified by highway stewards and inspectors.

Year Mar 10 only includes data from Sept 09 and not April 09.

Data Source: KCC IT systems (WAMS).

Percentage of satisfied callers for Kent Highways and Transportation, 100 call back survey **AMBER**
↑



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual		66.7%	90.6%	80.7%	77.0%	71.7%	73.5%
Target		75%	75%	75%	75%	75%	75%
RAG Rating		Amber	Green	Green	Green	Amber	Amber

Commentary

Although the target was not met on a year to date basis, it should be noted that customer satisfaction for the last quarter was above standard at 77.5% and the position has improved compared to the previous quarter.

Year to date performance was behind target due to issues reported previously, including the adverse impact of last year’s wet weather on grass and weed growth, alongside our change in approach to gully cleaning, moving from a reactive service to a programmed one.

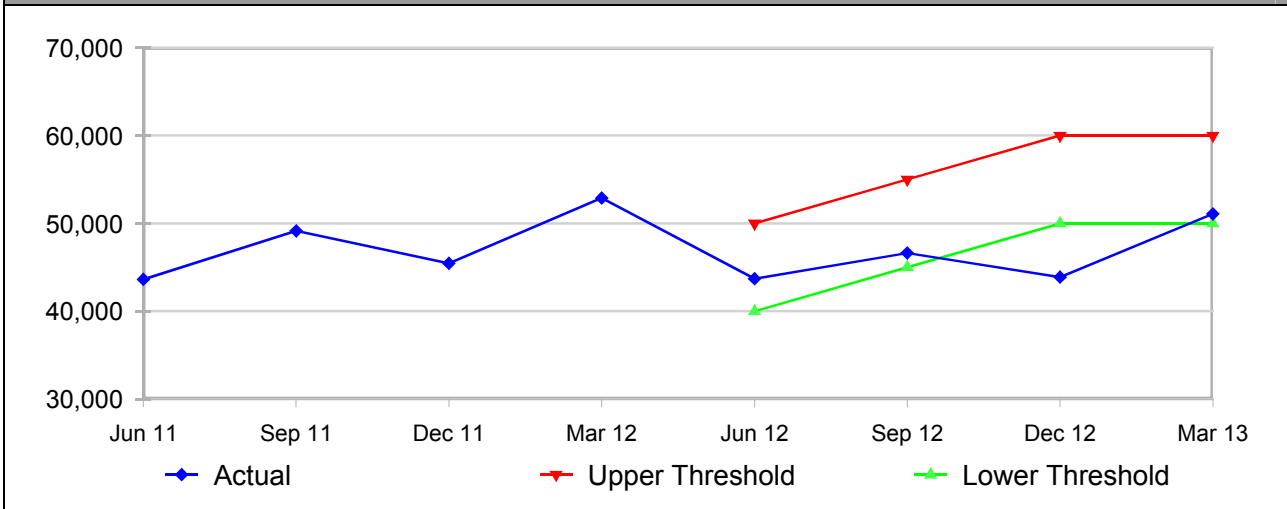
All comments received from customers are reviewed each month to help understand how we can continue to improve the customer experience of our service. As we move into the spring/summer, the next key seasonal pressure will be around the grass cutting and soft landscaping services.

Data Notes

Tolerance: High values are better.
 Data is reported as year to date figures. Results are based on a sample of 100 each month. Year Mar 11 only includes data from July 10 and not April 10.
 Data Source: Contact Point telephone survey.

Highways & Transportation - Lead indicators

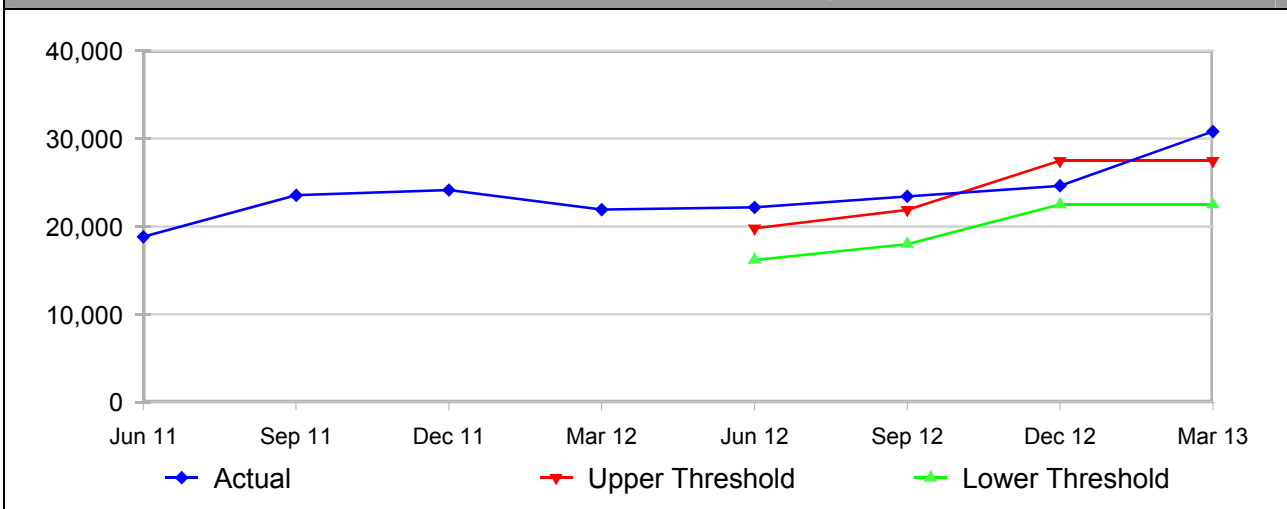
Number of contacts received (by quarter)



Contacts for the fourth quarter of the year, at 51,000, were slightly less than the same period last year (52,900) and at the lower end of expectations. Contacts are received by phone call, e-mail and the new improved web-form, which is being well used. We are also developing Mobile Smart Phone Application to allow customers to take a photo of a fault to send this to us with the GPS location.

Over the last year 46% of all contacts received were resolved with customers at first point of contact, with the rest passed through as enquiries requiring further action. This compares to 54% the previous year.

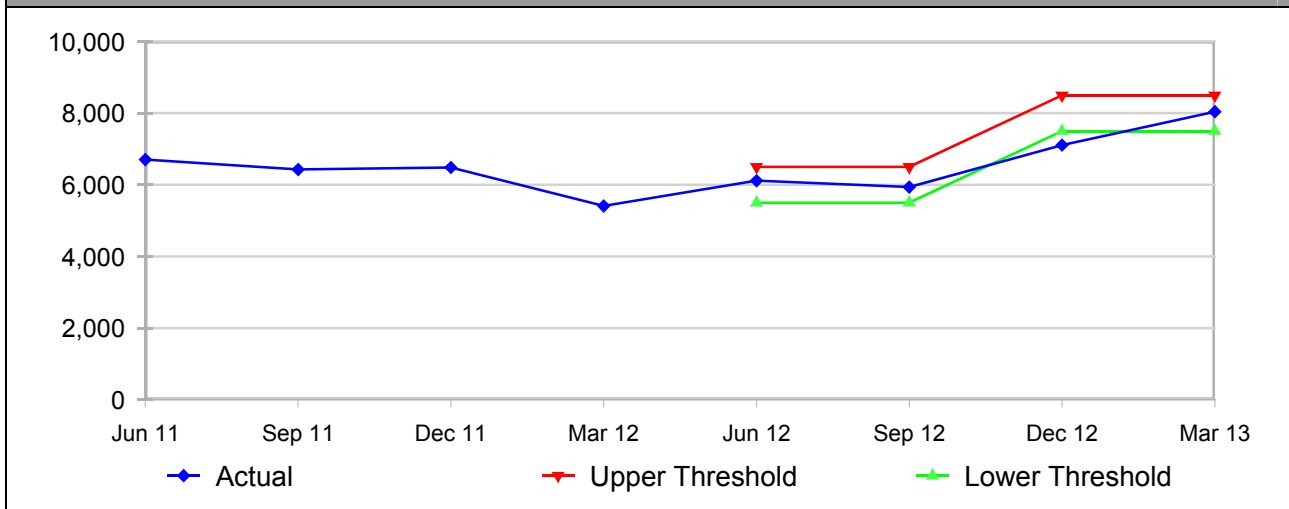
Number of enquiries raised (by quarter)



The number of **enquiries** requiring further action in the quarter was 30,800, bringing the year to date figure to 101,000, up 14% on the previous year. Enquiry demand in the quarter was much higher than the same time last year, and this was primarily due to the sustained period of cold winter weather, resulting in additional requests for pothole repairs.

Highways & Transportation - Lead indicators

Work in progress (Routine and Programmed customer enquiries)



Total **work in progress** from customer enquiries open at the end of March was 8,039 compared to 5,411 at the same time last year. This increase reflects the increased number of pothole repair requests received in the last quarter. The Find & Fix programme has been put in place to complete this work.

Waste Management

Bold Steps Priority/Core Service Area	Waste Management
Cabinet Member	David Brazier
Portfolio	Transport and Environment
Head of Service	Roger Wilkin
Division	Waste Management

Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of municipal waste recycled or converted to energy and not taken to landfill	GREEN	GREEN	↓
Percentage of waste recycled and composted at Household Waste Recycling Centres	GREEN	GREEN	↓

The percentage of **municipal waste not taken to landfill** has exceeded the target for the period ending March 2013.

The percentage of **waste recycled and composted at Household Waste Recycling Centres** this year was similar to last year and performance has exceeded the target.

Business Plan progress

Household Waste Recycling Centre (HWRC) Policy Implementation:

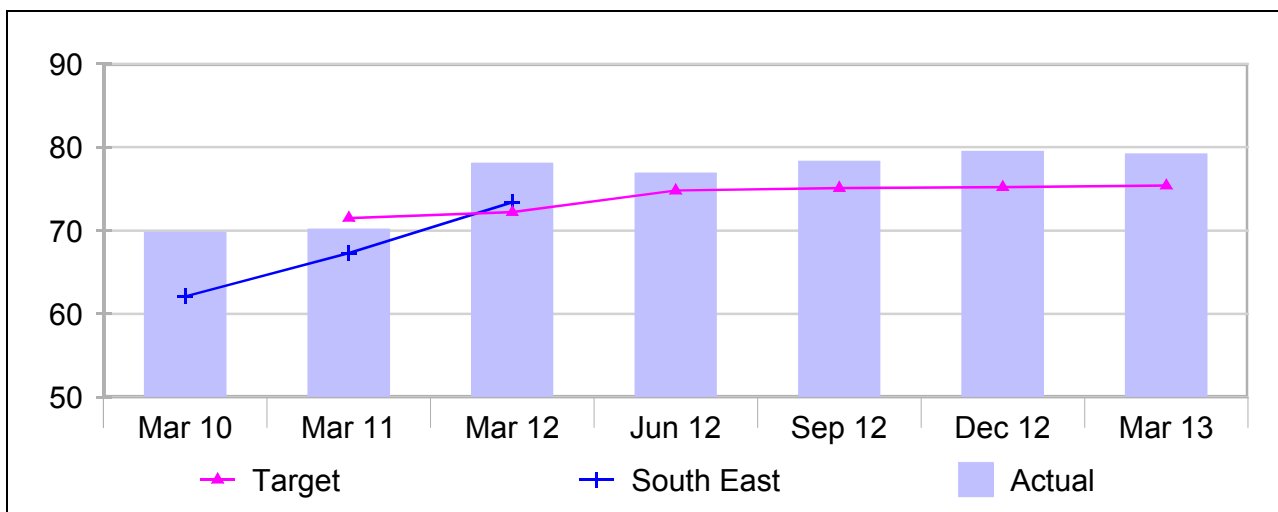
Following the decision to change operating policies at the HWRCs, an implementation plan has been developed and delivered to support customer engagement and ensure smooth operation of the sites. Increased customer service capacity has been created to respond to a temporary lift in complaints, compliments and enquiries. Activity has also extended to the delivery of further fly tipping deterrent campaigning in targeted areas, to reinforce existing messages established through the Clean Kent campaign. Overall waste volumes managed at the HWRC's for 2012/13 have decreased by 25,000 tonnes when compared with the previous twelve months. However, performance in terms of percentage of waste recycled and composted at the HWRC's has increased very slightly when compared with last year.

Waste capital programme:

Following on from the review of HWRCs, additional investment has been provided for waste infrastructure projects through the capital programme. Several site searches have been initiated in order to identify new or replacement sites. At the same time work is underway to ensure that if compulsory purchase should become necessary, the business case can be fully demonstrated. Construction work was completed at Herne Bay HWRC to enlarge and improve the site and the site re-opened last Easter. The redevelopment of the Ashford HWRC has commenced to provide a new waste transfer station and HWRC, and is due to open by June 2014.

Percentage of municipal waste recycled or converted to energy and not taken to landfill

GREEN
↓



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	69.8%	70.2%	78.1%	76.9%	78.3%	79.5%	79.2%
Target		71.5%	72.2%	74.8%	75.1%	75.2%	75.4%
RAG Rating		Amber	Green	Green	Green	Green	Green
South East	54.4%	67.3%	73.4%				

Commentary

The percentage of Kent’s waste being diverted away from landfill continues to increase annually and has exceeded the target figure for the year ended March 2013.

The reduced result for period ending June 2012, when compared to March 2012, was due to routine planned maintenance at the Allington Waste to Energy Plant.

A further stepped change in performance will be delivered when residual waste from Canterbury City Council is diverted away from landfill and used to create energy at the Allington Waste to Energy Plant. This change will happen during 2013/14 and will help Kent move to a position in the future where less than 15% of Kent’s municipal waste is being sent to landfill.

Data Notes

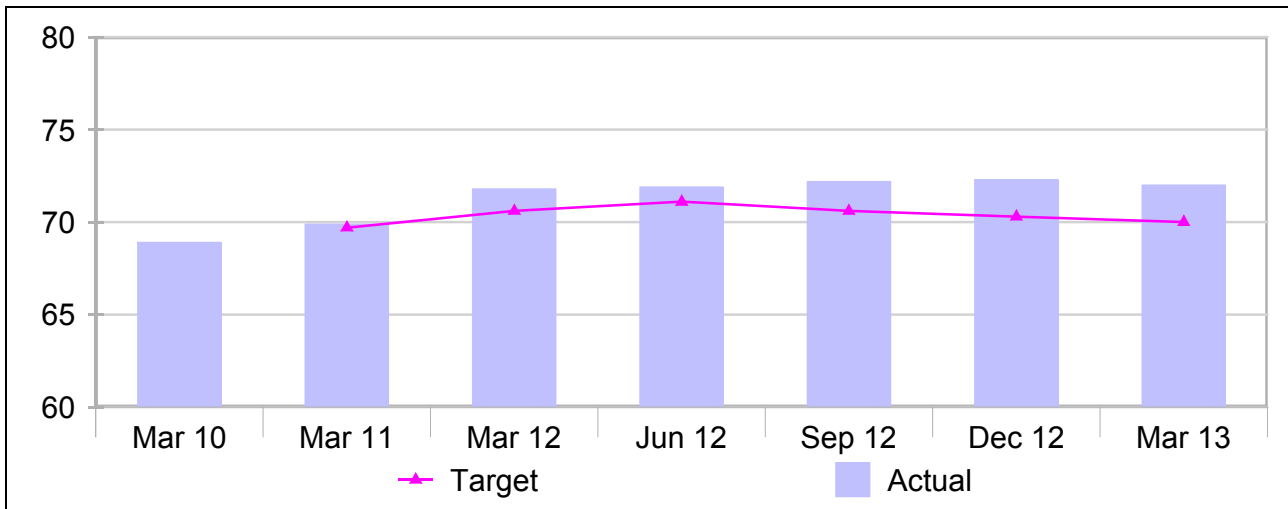
Tolerance: Higher values are better.

Data is reported as rolling 12 month totals. Municipal waste is the total waste collected by the local authority and includes household waste, street cleansing and beach waste.

Data Source: KCC Waste Management.

Percentage of waste recycled and composted at Household Waste Recycling Centres (HWRC)

GREEN
↓



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	68.9%	69.9%	71.8%	71.9%	72.2%	72.3%	72.0%
Target		69.7%	70.6%	71.1%	70.6%	70.3%	70.0%
RAG Rating		Green	Green	Green	Green	Green	Green

Commentary

The percentage of waste recycled and composted at the HWRC's has exceeded the target for year ending March 2013 and although the rate was reducing in the second half of the year, the final result for the year was just above the rate for the year ending March 2012.

The services provided by the network of household waste recycling centres have been subject to an extensive review, with the adoption of revised policies in October 2012. The changes implemented have included the exclusion of commercial vehicles entering the sites and limited the amount of soil, rubble and hardcore that can be deposited at every HWRC to 90kg per visit.

There was an expectation that the policy changes would impact on recycling performance and the target profile above reflected this expected impact. However, this did not materialise as the results above show. Results for future reporting periods will be monitored closely to identify the on-going impact of the policy changes.

Data Notes

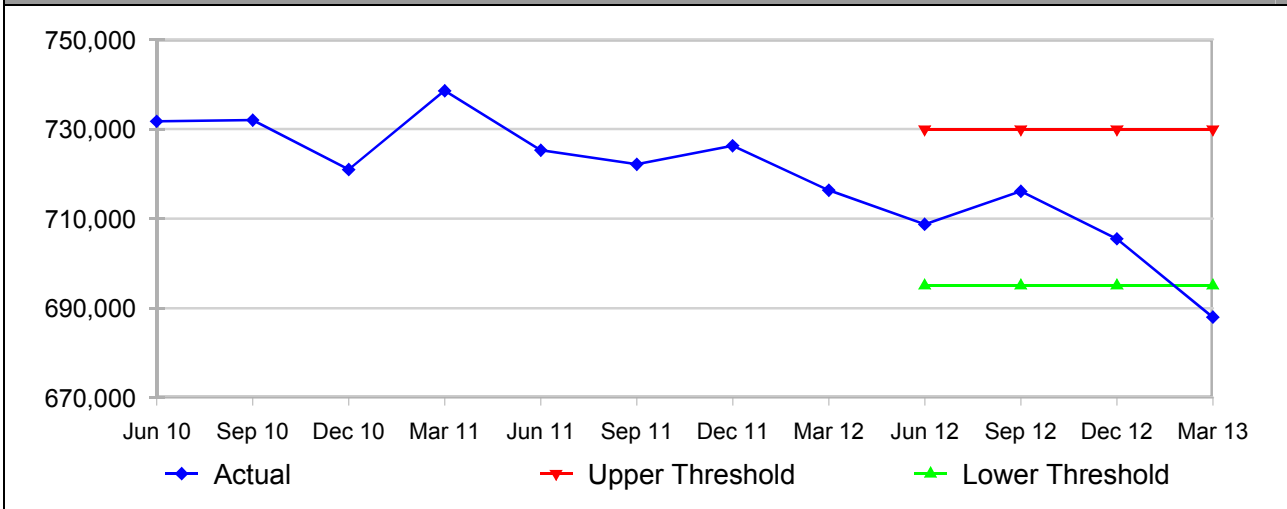
Tolerance: Higher values are better.

Data is reported as rolling 12 month total. No comparator data for other local authorities is currently available for this indicator.

Data Source: KCC Waste Management.

Waste Management - Lead indicators

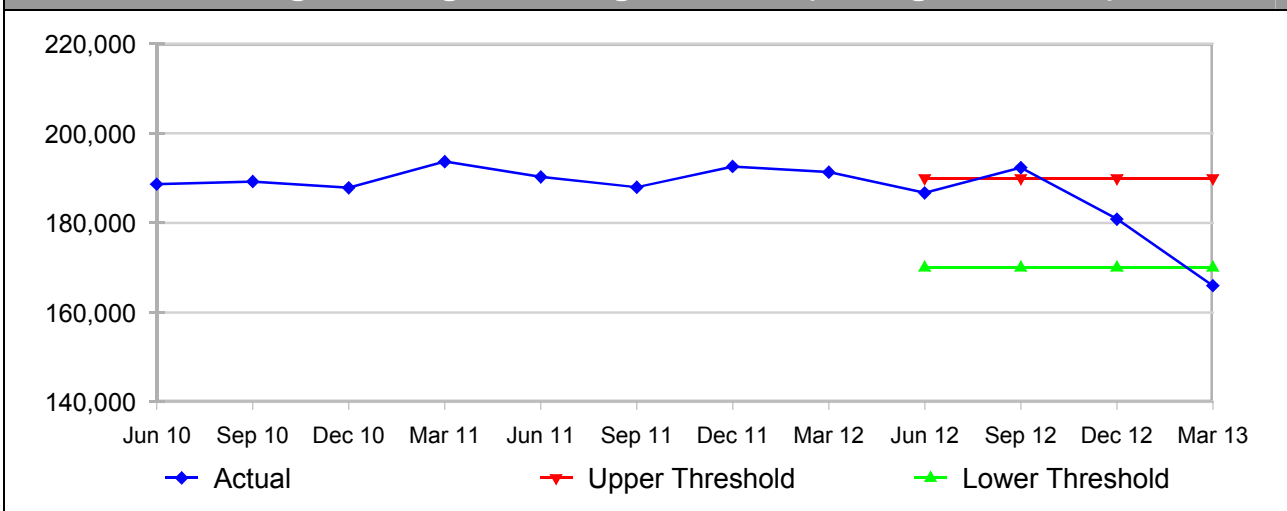
Total Municipal Tonnage (rolling 12 month)



Municipal waste tonnage collected showed a significant decrease over the last two quarters following an increase in the period ending September 2012. The total waste collected for 2012/13 was 688,000 tonnes which is 28,000 less than the previous year. The reduction can be attributed to the policy changes implemented at the household waste recycling centres in October 2012.

The trends for waste tonnage will continue to be closely monitored in future periods as it is unknown whether the recent downward trend will continue during the coming year.

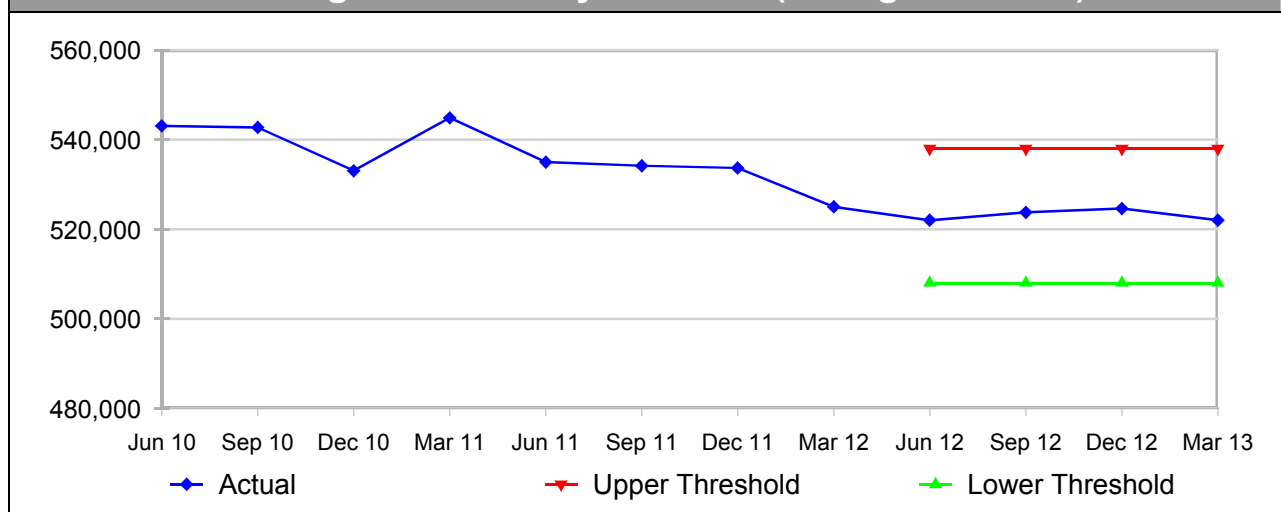
Tonnage managed through HWRC (rolling 12 month)



The amount of **waste collected at household waste recycling centres** decreased in the last two quarters, following an increase in the period ending September 2012. The total tonnage managed through the HWRC's was 166,000 tonnes for 2012/13, which is a reduction of 25,000 tonnes when compared to previous year's result. This reduction was a result of implementing the policy changes to the household waste recycling centres starting in October 2012.

Waste Management - Lead indicators

Tonnage collected by districts (rolling 12 month)



The amount of **waste collected by district councils** continues to be in line with expectations, which is for a similar amount to be collected compared to last year. The final figure for 2012/13 was 522,000 tonnes.

The trends for waste tonnage will continue to be closely monitored in future periods as it is unknown whether the recent downward trend in total household waste managed will continue during the coming year.

Environment – CO₂ Emissions

Bold Steps Priority/Core Service Area	Deliver the Kent Environment Strategy
Cabinet Member	David Brazier
Portfolio	Transport and Environment
Director	Paul Crick
Division	Planning and Environment

Carbon Emissions for 2012/13 are forecast to increase compared to the previous year. The forecast for 2012/13 is based on data up to the end of September 2012. For the period October to March the level of carbon emissions is expected to be higher compared to previous years, due to the harsh winter weather requiring additional heating costs.

Indicator Description	Previous Status	Current Status	Direction of Travel
Carbon dioxide emissions from KCC estate and operations	AMBER	RED	↓

The council's target for reductions in carbon emissions is to see annual reductions of 2.6% with 2010/11 as the baseline year. This aligns with the refresh of the council's Carbon Management Plan and the baseline year for the Carbon Reduction Commitment Energy Efficiency Scheme. Our Carbon Management Plan is now available on our website and this outlines how we intend to meet our carbon dioxide emissions target and embed carbon management across the whole organisation.

A programme of energy efficiency and renewable energy investments is continuing with over £450,000 invested in 2012/13 from our energy efficiency loan fund, delivering estimated lifetime savings of over £1.8m. Further investments including boiler replacements are being made using the modernisation of assets budget.

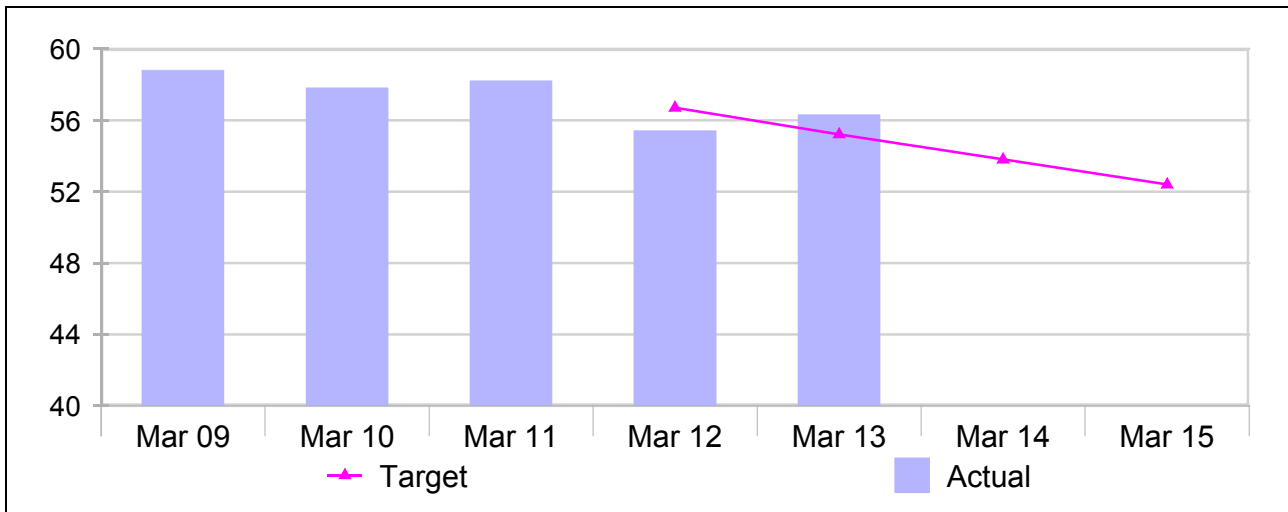
Street lighting electricity consumption is the most significant contributor to the estate carbon footprint. In 2012/13, £240,000 was invested in low energy lamp upgrades with expected lifetime savings of £1m. A further investment of £143,000 has been agreed with further expected lifetime savings of £780,000. Delivery of part night lighting and light dimming will achieve more significant reductions over the next 3 years.

The long term strategy for council buildings is also being refreshed and plans are already underway to achieve fewer but more energy and water efficient core offices. We continue to engage all staff to conserve energy and adopt smarter working practices and have seen an increase in the number of staff volunteering to be a Green Guardian.

A significant number of fleet vehicle leases are being renewed achieving lower emissions levels from improved fuel efficiency. As investments in information and communications technology continue further carbon emissions reduction are expected to be realised through the increased use of video-conferencing technology and flexible and mobile working models.

Carbon dioxide Emissions from KCC estate and operations (1,000's of tonnes CO₂)

RED



Trend Data – annual data	Five year past trend and targets for next two years						
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Actual	58.8	57.8	58.2	55.4	56.3		
Target				56.7	55.2	53.8	52.4
RAG Rating				GREEN	RED		

Commentary

Carbon Emissions for 2012/13 are forecast to increase compared to the previous year. The forecast for 2012/13 is based on data up to the end of September 2012.

For the year to September reductions were ahead of target for estate buildings and business mileage, with reductions being 11% and 13% respectively. However improvements to the data capture for fleet fuel, coupled with business growth increases has meant an increase in overall emissions.

For the period October to March the level of carbon emissions is expected to be higher compared to previous years, due to the harsh winter weather requiring additional heating costs.

Data Notes

Tolerance: Lower values are better.

Data is reported as financial year totals. Data includes emissions from energy and fuel consumed by estate buildings, street lighting, council owned transport and business travel using staff's own vehicles.

Data Source: KCC Sustainability & Climate Change team.

Economic Development

Bold Steps Priority/Core Service Area	Respond to key regeneration challenges working with our partners
Cabinet Member	Mark Dance
Portfolio	Regeneration and Economic Development
Director	Barbara Cooper
Division	Economic Development

The number of jobs created by Locate in Kent was behind target for the year, although more progress was made in the second half of the year compared to the first half. Whilst investor confidence is now improving, the conversion of projects still continues to be subdued, due to the after effects of the recession.

Indicator Description	Previous Status	Current Status	Direction of Travel
Number of gross jobs created in Kent and Medway through inward investment	AMBER	AMBER	↑

A major drive for job creation as we move into the new financial year will come from the Expansion East Kent and the TIGER finance schemes.

At the end of March 2013, the Expansion East Kent programme had 16 loans at the monitoring stage, valued at £3.2m with 328 jobs to be created or safeguarded. There were also 14 loan applications at the Contract Stage (approval in principal) valued at £8.85m with 556 jobs to be created or safeguarded. A further 25 loan applications were being appraised at this time. The number of projects considering East Kent as a location has increased to equal those considering the Thames Gateway.

In East Kent, Discovery Park is now under new ownership and so far approximately 1,000 jobs have been secured on site. International marketing of the Park to potential tenants is underway.

Due diligence on the £20m Thames Gateway Innovation and Enterprise (TIGER) Programme has been completed, with the programme launched on 21st March 2013.

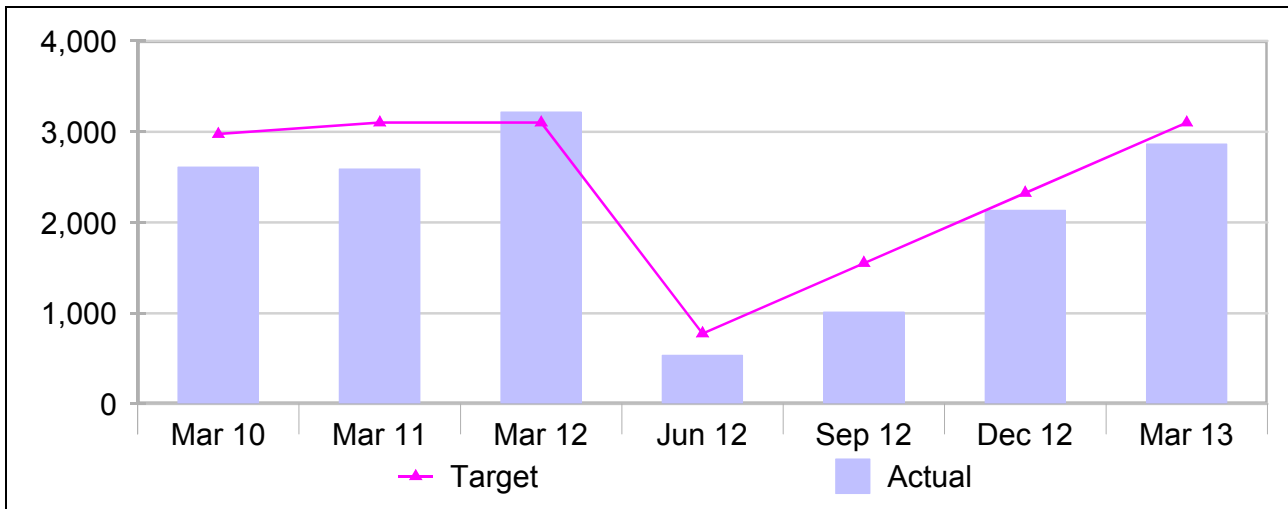
Other new funding for job creation includes Growing Places Funding of £1.5m matched to £3m funding from KCC for the development of flexible business workspace to support SME growth, and a further £1m funding secured for Romney Marsh for loans to start-up and small businesses with the scheme open for applications in September.

Superfast broadband will help unlock further economic potential in the county and the Kent and Medway Broadband Delivery UK contract was awarded to BT in March. The project teams are in place and a detailed implementation plan is being developed with the supplier.

We continue to build relationships with Kent businesses to understand their needs and how we can support them to grow the Kent economy, with events in the last quarter for the Advanced Manufacturing and Engineering, Digital, Construction and Tourism sectors.

Number of gross jobs created in Kent and Medway through inward investment

AMBER



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	2,611	2,588	3,217	536	1,012	2,136	2,864
Target	2,973	2,325	3,100	775	1,550	2,325	3,100
RAG Rating	Amber	Red	Green	Red	Red	Amber	Amber

Commentary

The number of jobs created by Locate in Kent was behind target for the year, although more progress was made in the second half of the year compared to the first half. Whilst investor confidence is now improving the conversion of projects still continues to be subdued due to the after effects of the recession.

Work to attract Inward investment continues to focus on key sectors including life sciences, green technology and renewable power including offshore wind power and is supporting the Expansion East Kent and TIGER schemes by ensuring clients know about the schemes and are provided with support with applications to the schemes. There is particular significant work to attract companies to Discovery Park at Sandwich.

Work is underway to develop and implement actions following on from the recent research by Locate in Kent on the Life Sciences sector. There are some 130 businesses located mainly in clusters at Sittingbourne, Sandwich and Dartford, with many of the companies being young and small. There is strong potential for this small but important sector to help drive local economic recovery for the county, and this can be supported.

Data Notes

Tolerance: Higher values are better.

Data is reported as count for financial year to date (April to March) at each quarter end.

Gross jobs created include jobs safeguarded and indirect jobs.

Data Source: Locate in Kent monthly monitoring.

Corporate Risk Register Update

Progress against mitigating actions due up to March 2013

There were 11 actions to mitigate elements of corporate risks that were due for completion during the quarter. Eight have been completed, two have been carried forward and one has been superseded by new actions. Any actions that slip are assessed to gauge the level of risk that the Authority is exposed to, and may be escalated to the Performance and Evaluation Board for review.

Scores for Risk Ratings shown in brackets range for 1 and 25, with 25 being the highest Risk level.

CRR1	Data and Information Management		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Completed Actions:

- Senior Information Risk Officer (SIRO) action plan including Information Governance management guidance (revised action plan in place for 2013-14).
- Structured approach to Information Security and Risk Management implemented and supported through an approved strategy. Revised Information Security Policy approved by Corporate Board.

CRR2	Safeguarding		
Current Risk Rating	RED (16)	Target Risk Rating	AMBER (12)

Completed Action:

- Kent Safeguarding and Children in Care Improvement Plan reviewed. Phase 4 of Improvement Plan under development and will incorporate all relevant findings not captured in other strategic documentation.

CRR9	Health Reform		
Current Risk Rating	AMBER (12)	Target Risk Rating	GREEN (6)

Completed Actions:

- NHS Information Governance Toolkit return submitted and confirmed by NHS as "Satisfactory". (cross-reference to Data and Information Management risk – CRR1)
- Transition of the Health & Wellbeing Board into full status agreed at County Council.

Outstanding Action:

Action	Update
Work to secure payment of outstanding PCT debts (part complete).	The debt still outstanding relates almost entirely to invoices raised in March and April (some having to be based on final expenditure). 99% of the debt outstanding before March 2013 has been paid.

Corporate Risk Register Update

CRR12	Welfare Reform Act		
Current Risk Rating	RED (16)	Target Risk Rating	AMBER (9)

Outstanding Action:

Action	Update
Work is underway with Districts & MAG:NET solutions to produce comprehensive migration analysis into and within Kent. Finalised methodology to be agreed.	Developing methodology to enable comprehensive migration analysis to monitor/assess impact of welfare reform going forward.

CRR14	Procurement		
Current Risk Rating	AMBER (9)	Target Risk Rating	GREEN (6)

Completed Action:

- Procurement training for KCC managers introduced as part of the Kent Manager Standard.

CRR15	Ash Dieback		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Completed Actions:

- Schools made aware of the implications of the disease on their sites via entry in the Education news letter;
- Forestry Commission audit published and circulated. Audits are continually updated.

Ongoing Actions

Many of the mitigating actions for 2012/13 related to work of a more ongoing nature. These actions are reviewed at specified periods, usually aligning with mid-year or end of year monitoring processes, to ensure that progress continues to be made. The responses are discussed with Directorate Management Teams and new actions and review dates set as appropriate.

Corporate Risk Register Update

Progress against Mitigating Actions due by June 2013

There are seven mitigating actions due for completion or by end of June 2013. Four have already been completed and four are on track.

CRR3	Economic Growth		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (12)

Completed Action:

- Decision on award for Kent & Medway Broadband Programme as part of Broadband Delivery UK (BDUK) initiative.

CRR4	Civil Contingencies and Resilience		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Outstanding Action:

Action	Update
New digital telephone service to be introduced with added resiliency.	On Target - testing and deployment scheduled from June 2013.

CRR5	Organisational Transformation		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (8)

Completed Action:

- “Doing things Differently” internal communications campaign launched.

Outstanding Action:

Action	Update
Revision of KCC employee Terms & Conditions to reflect the changing shape of the workforce.	Consultation has been carried out and communicated. Reward team liaising with certain directors to analyse impact and are collating the business cases for the retention of enhancements. Still targeting June for implementation.

Corporate Risk Register Update

CRR10	Management of Social Care Demand		
Current Risk Rating	RED (25)	Target Risk Rating	RED (16)

Completed Action:

- Central Referral Unit peer reviewed and inspected, with a team of interim practitioners brought in to improve the working of the unit.

CRR15	Ash Dieback		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Completed Action:

- Trading Standards teams have produced and publicised guidance regarding risk from “rogue traders” profiteering from outbreak.

Outstanding Actions:

Action	Update
Communications strategy to be developed.	Draft version was circulated 16 April 2013.
Baseline asset and tree safety audit being carried out for Ash trees on public land.	Work being carried out on our estate by contractors and KCC. Guidance has been developed for our contractors’ sites.

Corporate Risk Register Update

Progress against Mitigating Actions due after June 2013

There were six updates received on actions or initiatives due for completion post June 2013. Four are on track, one has been completed early and another could potentially slip.

CRR4	Civil Contingencies and Resilience		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Outstanding Action:

Action	Update
Finalisation of Business Continuity Management Plan for the Contact Centre to improve overall resilience.	Liaison in progress with Medway and Surrey to inform development of the plan. Emergency Planning team assisting with Business Impact Analysis. Date initially slipped to November but plan now due for update and sign off by July. Performance & Evaluation Board are due to discuss vulnerability re: telephony.

CRR12	Welfare Reform Act		
Current Risk Rating	RED (16)	Target Risk Rating	AMBER (9)

Completed Action:

- Welfare Reform report produced that collates, analyses and presents indicators, trends and information about people, place and services, to inform discussion on assumptions, what is happening and what could happen.

Organisational Development

Bold Steps Priority/ Core Service Area	Change to Keep Succeeding
Cabinet Member	Roger Gough
Portfolio	Business Strategy, Performance and Health Reform
Director	Amanda Beer
Division	Human Resources

Organisation Development and People Plan

Directorate Organisation Development Groups have identified the priorities for their services and are developing action plans. Training plans are well established and training is being commissioned centrally as part of an overall development plan for the council. The focus of the Groups includes workforce planning, cross-service and business specific priorities, monitoring and evaluation work.

Heads of Service and Divisional Management Teams are identifying future workforce needs to deliver services using a consistent workforce planning questionnaire framework. A workforce planning template is under development and is being tested with a sample of Divisions. Plans will be put in place to ensure that there are the right people with the right skills to deliver and support services. The skills and competencies have been identified to deliver 2013/14 Business Plans as part of the workforce development framework.

The 'Because of You' engagement campaign was launched in January 2013. This is to ensure that managers give due recognition to staff who are continuing to deliver service standards in a tough financial climate. A new staff awards framework has been produced and employees are now being recognised through these re-launched Staff Awards. Directorates have undertaken the first round of nominations; presentations to staff have commenced and have been showcased on KNet. This has generated interest from staff (these pages on KNet have received the highest number of hits). The second round of nominations has recently closed and will again be judged by directorates.

Following on from last year's exercise, the Employee Value Proposition survey has been carried out again this year, and this has involved staff from all Directorates. The full results are still being analysed but initial findings indicate that there has been an increase in scores across all areas. Perceived organisational support, organisational engagement and satisfaction have all increased. There remains scope for improvement and still a perceived imbalance between what employees consider they contribute to the deal compared to what the employer contributes. Once the full results have been analysed changes will be considered and designed to further improve the balance of the employment deal.

Following the Reward Survey the findings have been used to inform the review of staff Terms and Conditions. After consultation with staff, trade unions and business units' proposals were presented to Personnel Committee in January 2013 and are to be implemented by June 2013.

The strategy to develop the Kent Manager Standard during 2013/14 has been agreed. Engagement levels continue to increase, improving overall effectiveness. This includes

enabling staff with management potential to work towards achieving the standard and in so doing will support succession planning for the organisation.

The New Ways of Working programme has commenced and will ensure that services are delivered in ways that meet the needs of our customers in the 21st century. The review will deliver further efficiencies and savings in response to the severe financial climate. Work culture and practices will reflect a modern workforce, enabling staff to work flexibly with technology that supports new ways of working. A new area has been launched on Knet – ‘Doing Things Differently: Our approach to work’ to communicate and engage with staff about changes that are planned and new ways of working. Importantly we want to hear from staff and managers about what a flexible approach to work and office accommodation could look like for teams and a series of discussions have to explore this has commenced.

Change Activity

There continues to be a significant level of change activity in divisions and business units. The Human Resources Advisory Team are supporting over 100 projects of varying size and complexity.

Significant change activity during the last quarter has included Integration of Libraries and Registration and Archives, restructure of Integrated Youth Services, restructure of Regulatory Services, transfer of Public Health into KCC, and transfer of Pupil Referral Units out of KCC. Major ongoing activity includes the Adult Transformation programme, New Ways of Working programme, Children’s Centres review, Terms and Conditions review, creation of Kent Integrated Adolescent Services, auditing of structures against the KCC Organisational Design Principles and various transfers of services both in and out of KCC.

KCC Organisational Design Principles continue to be applied to restructures to ensure decision making is as close to the customer as possible.

Staffing Numbers and Reductions

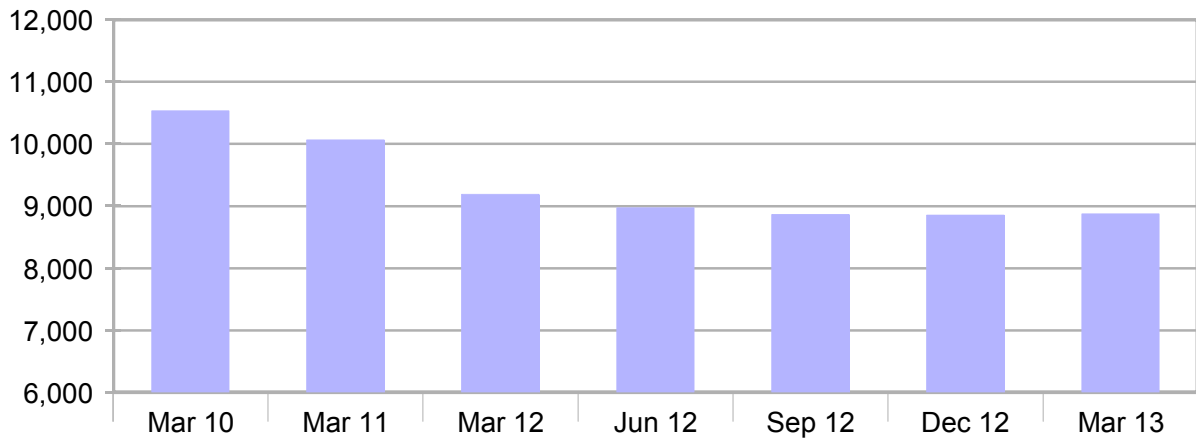
As part of the Authority’s response to the significant financial pressure it faces we are reducing spending on staffing budgets. A total of 1,500 posts were planned to be lost over a four period starting from April 2011.

The figures below show a reduction in FTE (excluding casual, relief, sessional and supply staff) of 311.98 in the 12 months to March 2013. This reduction includes both redundancies and ‘natural wastage’ where staff have left KCC and not been replaced. 605 staff were made redundant during 2011/12 and there has been a further 412 redundancies in 2012/13.

Turnover has increased in the last quarter as a consequence of the transfer of Commercial Services out of KCC to an arm’s length organisation.

Staffing Data

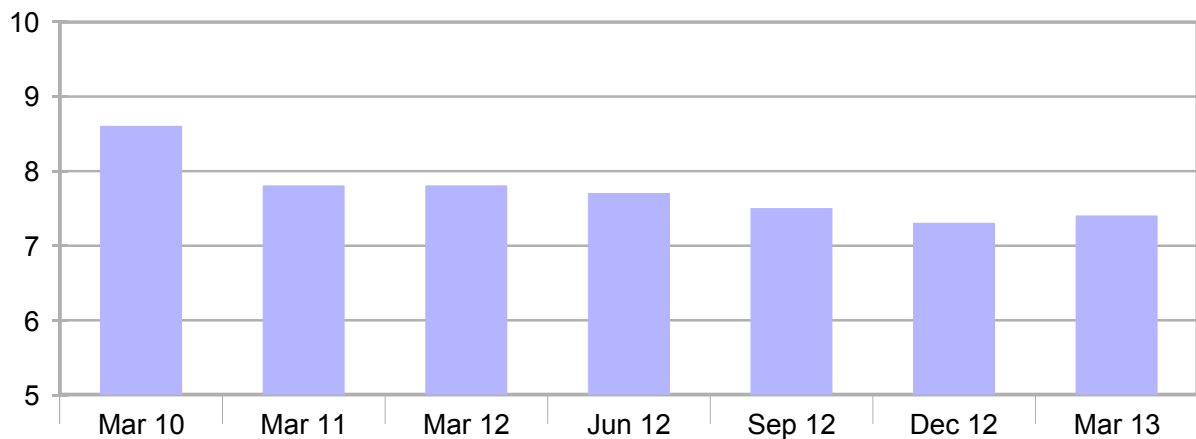
Number of full time equivalent (FTE) staff employed



Trend Data-snapshot	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
FTE	10,531	10,061	9,187	8,971	8,863	8,853	8,875

Data Notes: Data is reported as count at each quarter end. Casual Relief, Sessional and Supply (CRSS) staff are not included. Schools staff are not included.

Average number of days of sickness per FTE

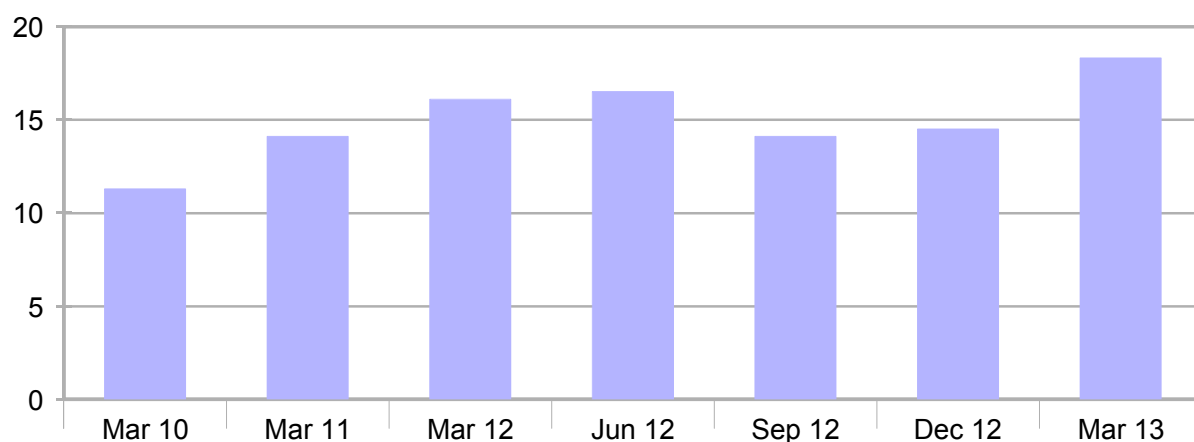


Trend Data - rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Days	8.6	7.8	7.8	7.7	7.5	7.3	7.4

Data Notes: Data is reported as average days sick per FTE for the past 12 months. Sickness relating to CRSS staff is included in the count of days lost.

Staffing Data

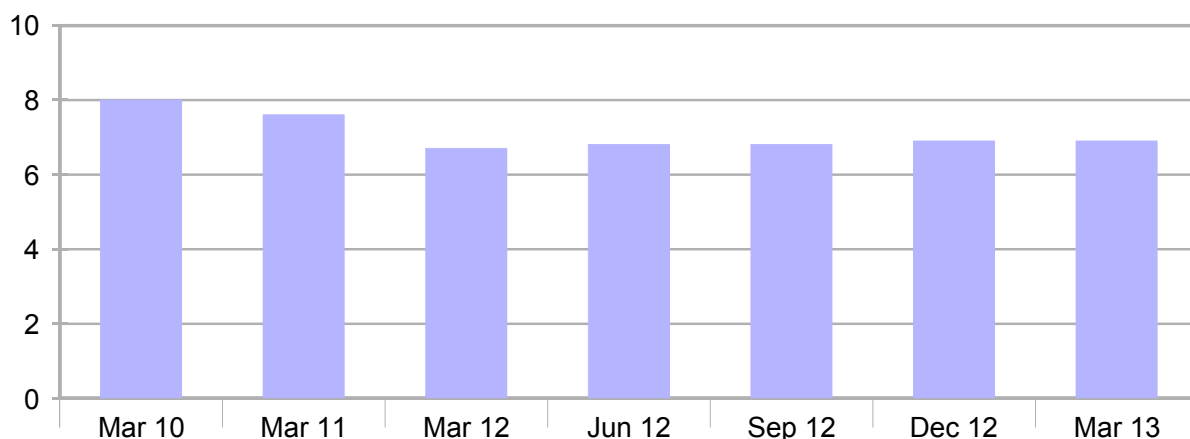
Turnover - percentage of staff leaving as a percentage of headcount



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Turnover	11.3%	14.1%	16.1%	16.5%	14.1%	14.5%	18.3%

Data Notes: Data is reported as a rolling 12 month rate. Casual Relief, Sessional and Supply (CRSS) staff are not included. Schools staff are not included.

Percentage of staff (headcount basis) aged 25 or under



Trend Data - snapshot	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Aged 25	8.0%	7.6%	6.7%	6.8%	6.8%	6.9%	6.9%

Data Notes: Data is reported as snapshot position at each quarter end. Casual Relief, Sessional and Supply (CRSS) staff are not included. Schools staff are not included.

Staffing Data

Disciplinary, Grievances and Employment Tribunals

Trend Data – snapshot	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13
Disciplinary	46	39	61	43	37
Grievances	4	9	10	5	6
Harassment	7	3	5	3	7
Performance & Capability					
- Performance	20	27	27	27	28
- Ill Health	124	100	104	88	79
Employment Tribunals	0	4	3	1	9
TOTAL CASES	203	182	210	167	166

Data Notes: Data is reported as the number of cases open and being dealt with at quarter end.

Health and Safety Incidents

Trend Data – rolling 12 months	Previous Years		Current Financial Year			
	Mar 11	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13
Incidents reported	1,823	1,350	1,340	1,153	1,137	1,159
Days lost	1,472	1,027	1,050	821	855	892

Data Notes: Data is reported as 12 month rolling totals. Schools staff are included.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)

Trend Data	Previous Years		Current Financial Year			
	Mar 11	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13
Major injury incidents	12	6	1	2	1	1
Over 3 day injuries	54	42	N/A	N/A	N/A	N/A
Over 7 day injuries	N/A	N/A	7	3	11	4

Data Notes: Data is reported as quarter totals for current year and full year counts for previous year. The requirement to report to the Health & Safety Executive major injury incidents resulting in over 3 days lost time has changed to over 7 days.

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